



**Commonwealth of Massachusetts
Executive Office of Public Safety
Department of Correction**

**Public Safety Through Effective
Prisoner Reentry**

Annual Report
2004

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2004 ANNUAL REPORT

THIS PUBLICATION WAS PREPARED BY
THE
MASSACHUSETTS DEPARTMENT OF
CORRECTION
OFFICE OF CONSTITUENCY SERVICES
AND INDUSTRIES PRINT SHOP

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆
MITT ROMNEY
GOVERNOR

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LIEUTENANT GOVERNOR

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SECRETARY OF PUBLIC SAFETY

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COMMISSIONER

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Kathleen M. Dennehy

Fellow Citizens of Massachusetts:

Challenges and changes were the driving forces in 2004. Under the spotlight as never before in the history of the agency, the Massachusetts Department of Correction was faced with the unprecedented challenge of changing its culture, philosophy, policies, procedures and management practices—and making these changes quickly based on research and best practices.

On October 17, 2003, Governor Mitt Romney established the Governor's Commission on Correction Reform (GCCR), chaired by former Attorney General Scott Harshbarger, to conduct a comprehensive review of the DOC. This catalyst for change was the result of the murder of former priest John Geoghan in a DOC facility in August 2003. The resulting report, presented on June 30, 2004 detailed the need for corrections reform in Massachusetts. Many of these reforms were implemented immediately, with key DOC managers developing a feasibility assessment and strategic implementation plan for each of the eighteen

major recommendations outlined in the Commission's report. This document has become the DOC blueprint for reform—it is a working action plan for change.

To set the tone for a culture that looks to the future, embraces change and is committed to continuously improving, DOC staff established core values and revised the vision and mission statements to stress the goals of promoting public safety through the safe, secure, humane confinement and successful community reentry of the offender population.

Throughout the past year, the agency evaluated the major systems which impact operations and began the process of overhauling them to ensure that they reflect fair and consistent practices. The systems we are putting in place today will bring real reform to the DOC, continue to move the agency forward, and ultimately achieve the public safety goal of reducing recidivism.

Prisoner reentry and reducing the rate of recidivism have been established as top priorities for the agency. As such, in 2004, by reorganizing the agency, we created a new, executive level position, Associate Commissioner of Reentry and Reintegration to spearhead the Department's reentry initiatives. As an agency, we are committed to providing research based, effective, quality programming designed to impact behavior and reduce crime and victimization. We will also continue and strengthen our collaborations with our sister law enforcement agencies, other public service professionals, community groups and stakeholders to ensure that Massachusetts prisoners released from our facilities transition back into our communities in a safe and productive manner.

Critical to moving the DOC forward is its staff and the dedication they bring to their jobs each and every day. This year, the DOC was recognized with the prestigious "Eagle Award" from the American Correctional Association's Commission on Accreditation for Corrections for accomplishing the extraordinary feat of full accreditation for the agency.

The DOC Division of Staff Development was honored for its groundbreaking efforts in completely revamping the Recruit Training Program to reflect reality and performance based training. The International Association of Correctional Training Personnel presented its "2004 Innovative Approaches Award of Excellence," for this new approach

which is setting the example for correctional academies nationwide. Using real life obstacles and scenarios, the Training Academy has graduated three classes of recruits since the summer of 2004, ensuring that our correctional facilities are staffed with highly trained and motivated men and women.

Individual achievements at the DOC were also recognized at our annual Beyond Excellence Awards, with Bruce Pires, a Recreation Officer at Old Colony Correctional Center named Department Employee of the Year. In addition, Luis Melendez, a Correction Officer at Souza Baranowski Correctional Center was cited by US Attorney Michael J. Sullivan for his assistance in "Operation Outlaw," which resulted in many successful prosecutions. Correction Officer Mario Duarte was recognized as an Unsung Hero for saving the life of a woman who attempted suicide, while he was off duty. Correction Officer Bruce DeBalsi was named "Acushnet's Man of the Year" for saving the life of a family whose house was on fire by first calling 911, and then making sure the family got out safely.

The DOC Special Operations Unit brought its experience to other public safety agencies and supported efforts to maintain stability during several high profile events in the City of Boston in 2004—the Democratic National Convention, the Red Sox World Series Championship and the Patriots Super Bowl celebration. These were exciting moments for Boston, and the DOC was pleased to be able to work with the Boston Police Department, Massachusetts State Police and other agencies.

The DOC is on the threshold of making a tremendous impact on corrections policies, procedures and practices. This is an exciting time to be part of this agency as, together, we move forward with the reform efforts and return the Massachusetts Department of Correction to its rightful place as a natural leader in the field of corrections.

Sincerely,

Kathleen M. Dennehy
Commissioner

Deputy Commissioner



James R. Bender

As the second in command of the agency, the Deputy Commissioner assists in the formulation of initiatives, directives, and goals. He directly oversees the two Assistant Deputy Commissioners, the Office of Investigative Services, the Central Transportation Unit, the Inmate Disciplinary Unit and Affirmative Action. This year, the Deputy Commissioner oversaw several areas of reform.

The Central Transportation Unit (CTU) was overhauled to create a more professional, efficient unit. After a 2003 audit highlighted numerous deficiencies in the CTU, a new Director was appointed in January 2004 and he set out to resolve all the deficiencies. Policies were revised, post orders written and tool and key control systems were developed.

The unit operations were reconfigured to accommodate the ever increasing number of trips to the Lemuel Shattuck Hospital.

The Office of Investigative Services created an Internal Affairs Unit in the Fall of 2003. As a result, a new policy, 103 DOC 522 Internal Affairs Unit, was promulgated in 2004 to spell out the duties of this office. Investigations have been streamlined and all investigations undergo extensive review at multiple layers including the Deputy Commissioner. Training by John E. Reid and Associates, Inc. on the "Reid Technique" for interviewing and interrogation was conducted for all investigation staff in 2004. During this period, a Request For Response was issued to hire a consultant to prepare an investigative operational manual for the Department as well as to conduct training for all designated staff. This bid was awarded to the Municipal Police Institute, Inc. of Shrewsbury, MA. The manual and training will be conducted in 2005.

Commissioner Dennehy established a Disciplinary Committee during 2004 in response to a recommendation in the Governor's Commission on Corrections Reform (GCCR) report. This committee rewrote the 103 CMR 430 Inmate Disciplinary Proceedings regulation with recommendations to create a central disciplinary unit that will handle all inmate disciplinary matters. The Director of this newly created unit will be hired in early 2005 and it is anticipated that the policy will be fully implemented in the fall 2005.

Finally, the 103 DOC 525 Inmate Substance Abuse Testing and Sanctioning policy was rewritten during 2004. In addition, an institutional substance abuse coordinator was reassigned to work in the Deputy Commissioner's office in order to improve the oversight of this very important function. Training of all institutional substance abuse coordinators was prioritized and completed and an internal intranet page was established which allows for expanded communication among the institutional substance abuse coordinators. During 2004, better controls were developed in order to reduce the cost of the testing instruments, which saved the Department in excess of \$30,000.

General Counsel



Nancy White

The General Counsel is the Chief legal counsel for the agency and oversees the attorneys in the DOC's Legal Division. These DOC attorneys defend Department employees in state and federal court actions and before administrative tribunals in the areas of labor and employment, workers compensation, inmate discipline, civil rights, medical and mental health, sentencing, environmental law, torts and civil commitment petitions. Responsibilities also include the provision of legal opinions, the drafting and review of legislation, policies and contracts, and the issuance of legal advice on a variety of matters.

In 2004, legal advice was provided with respect to the implementation of recommendations of the GCCR in the areas of inmate discipline, grievances, and classification. The Legal Division continued to advocate aggressively against fraudulent and frivolous industrial accident claims to eliminate these claims and their drain on public fiscal resources. In addition, the Legal Division has worked collaboratively with the Office of Constituency Services to draft proposed legislation to address many of the recommendations of the GCCR.

The Legal Division oversaw revisions to the 103 CMR 410, Sentence Computation, 103 CMR 411, Deduction From Sentence, and 103 CMR 180, Research & Evaluation policies to make them consistent with the Department's Inmate Management System and obtained favorable rulings from the Supreme Judicial Court on inmate claims under the Americans With Disabilities Act and cognate state law. These rulings supported the notions that an inmate has an obligation to notify staff of the nature and extent of his disability, the Department's right to rely on medical advice in confirming that disability, and the importance of a prison's safety and security in determining "reasonable accommodation."

Associate Commissioner of Administration



Ronald T. Duval

The Associate Commissioner of Administration oversees the operational aspects of the Department to include the Division of Human Resources, Employee Relations, Administrative and Fiscal Services, the Budget Office, Resource Management, the Division of Staff Development, and the Special Operations Division.

This year, the DOC implemented a strict, weekly overtime monitoring system, which resulted in a nearly 50 percent reduction in overtime usage for each pay period.

In addition, the agency saw the Special Operations and Tactical Response units utilized in mutual aid to the State Police and Boston Police Department to provide support during the Democratic National Convention, the World Series, and the Super Bowl activities.

Recruiting qualified, quality candidates for the ranks of Correction Officer has been a challenge. This year, the DOC streamlined the hiring process by scheduling interviews and required testing on the same day, saving the Commonwealth countless man-hours and \$82,000 dollars in department funds. Background checks on candidates were conducted in the "field". These face-to-face interviews with previous employers and references has resulted in more thorough information being retrieved on those seeking employment with the DOC.

Also important has been the redesign of the Recruit Training Program. This new training combines physical agility training with academic study of policy and procedure and reality-based training. The new program provides recruits with a more solid foundation of basic and essential corrections knowledge necessary to begin their careers.

Associate Commissioner of Reentry and Reintegration

The position of Associate Commissioner of Reentry and Reintegration was established in 2004 to deepen collaboration with public and private partners on the state and local level in order to create a seamless reentry system. In addition to the Reentry Services Division, the Associate Commissioner oversees Inmate Health Services, Inmate Classification, Inmate Program Services, and Inmate Training and Education.

This year, the DOC has experienced an enormous paradigm shift wherein Correction Program Officers in each facility "case manage" inmates by overseeing compliance with Risk Reduction Plans, preparing cases for Institutional Parole hearings, and coordinating Triage meetings and discharge planning for inmates returning to the community.

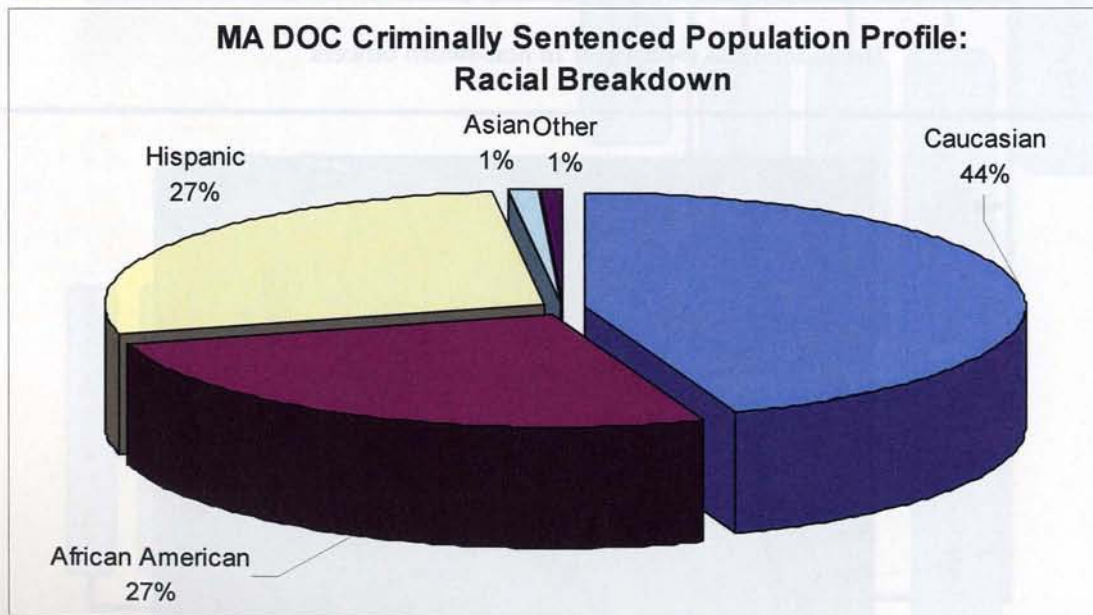
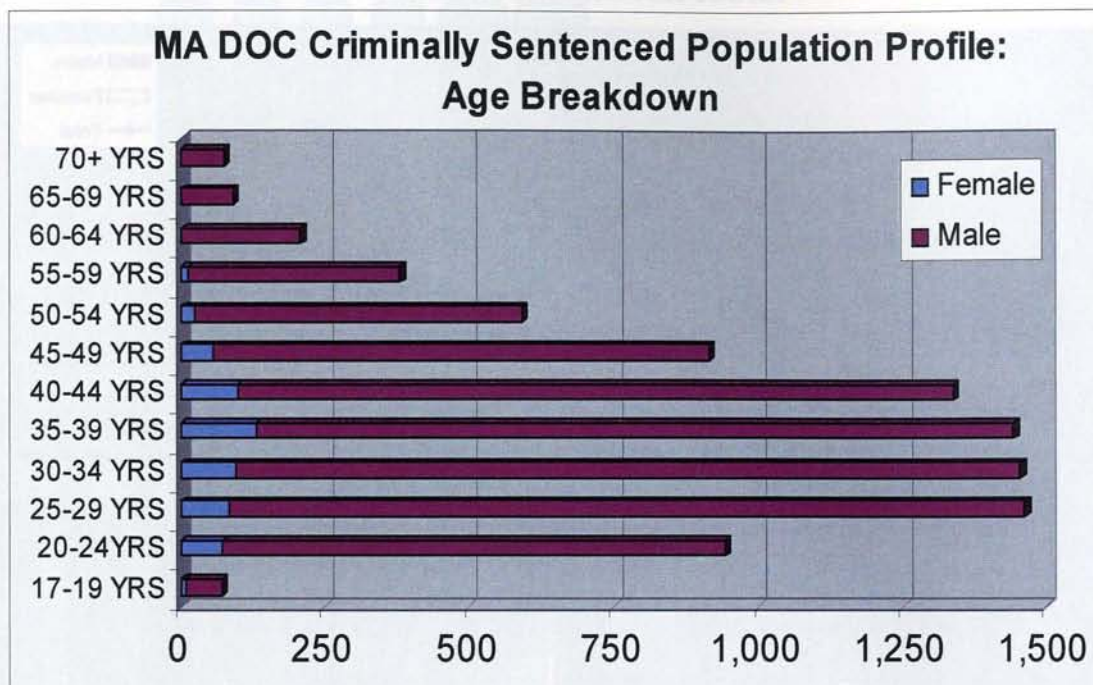


Veronica Madden

The DOC in collaboration with the Massachusetts Parole Board successfully implemented the Parole Regional Reentry Centers. Inmates discharging from DOC custody, with no post-release supervision are transported to the Regional Reentry Center closest to their returning community so that referrals can be facilitated for necessary community-based services such as substance abuse treatment, mental health treatment, and employment opportunities.

In addition, the DOC has partnered with the Department of Medical Assistance to provide access to Mass-Health for all eligible state inmates discharging to the community and established the DOC Reentry Workgroup to draft an agency Reentry Policy & Strategic Plan.

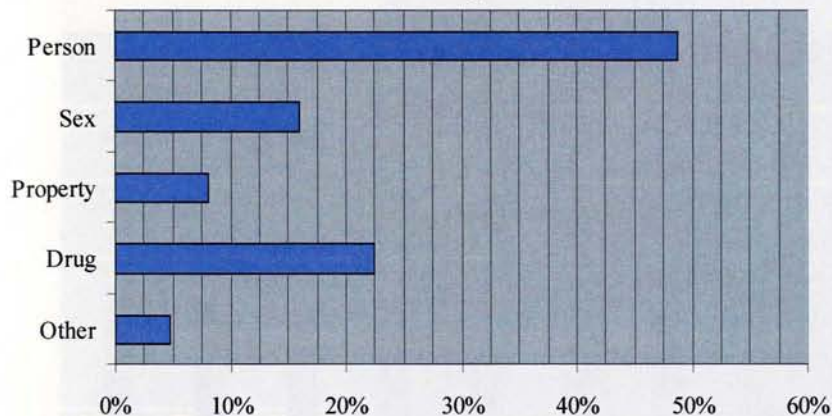
Offender Demographics



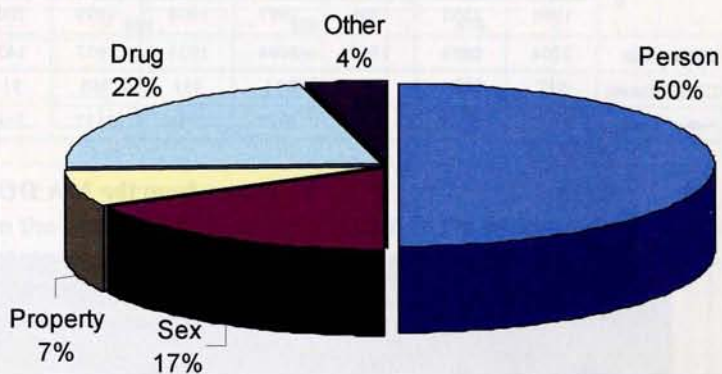
The above statistics are based on the MA Department of Correction criminally sentenced population on January 1st, 2005. At the time of publication for this report, the data is preliminary and subject to change.

Offender Statistics

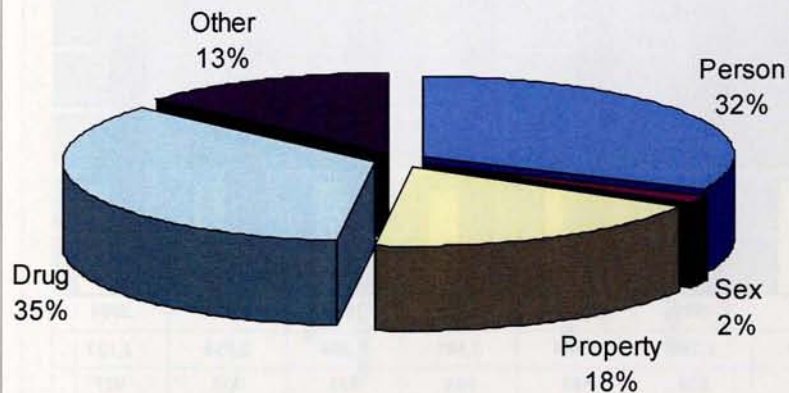
**MA DOC Criminally Sentenced Population Profile:
Governing Offense**



Male Offenders: Governing Offense Breakdown

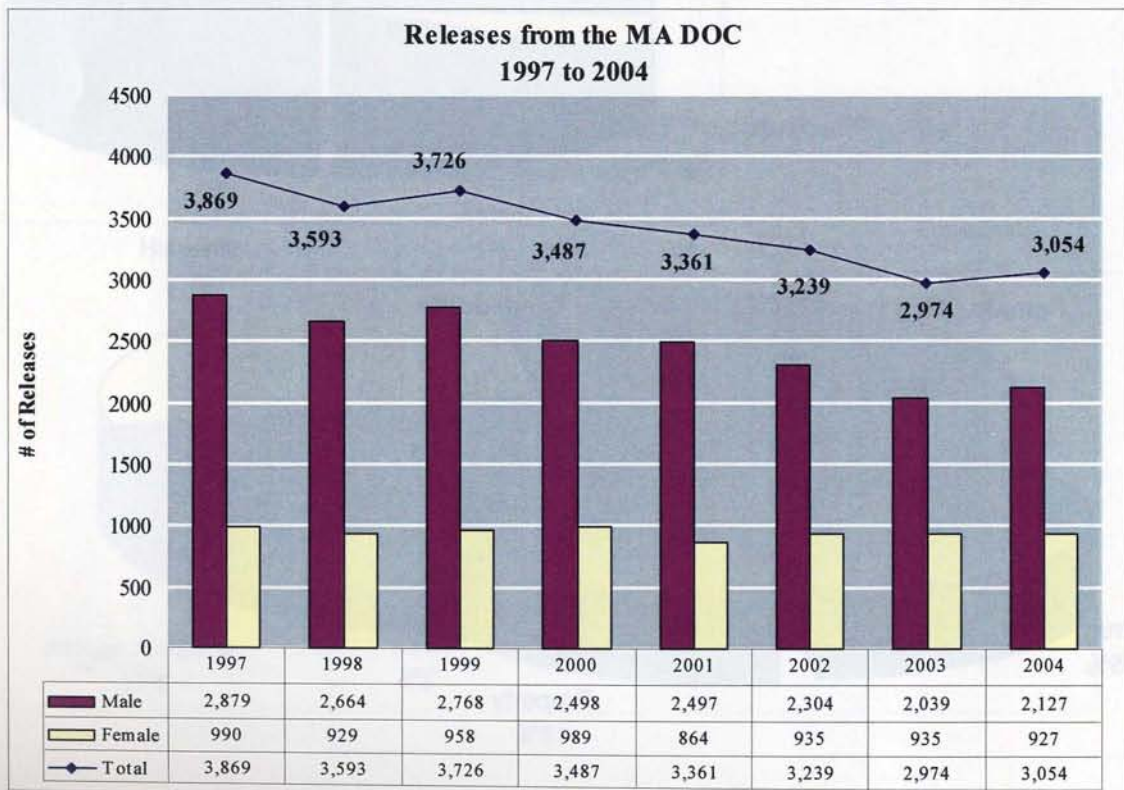
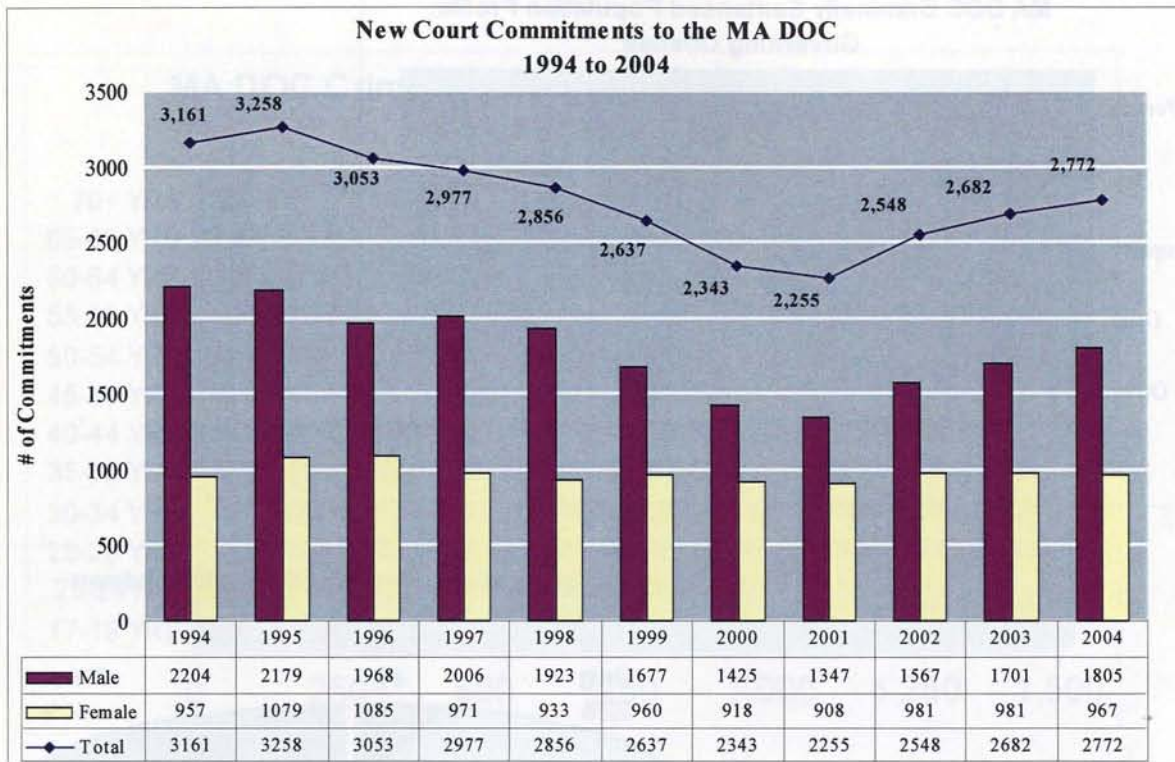


Female Offenders: Governing Offense Breakdown



The above statistics are based on the MA Department of Correction criminally sentenced population on January 1st, 2005. At the time of publication for this report, the data is preliminary and subject to change.

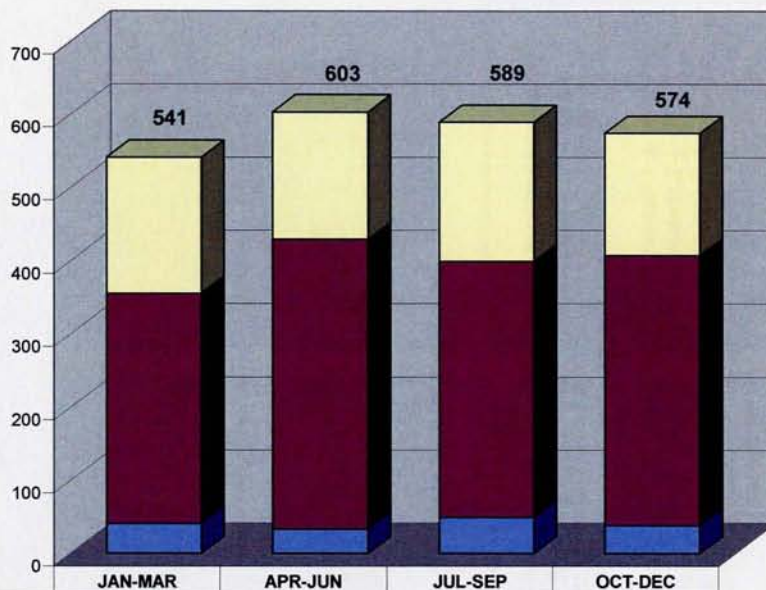
Commitments and Releases



At the time of publication for this report, the data for 2004 commitments and releases is preliminary and subject to change.

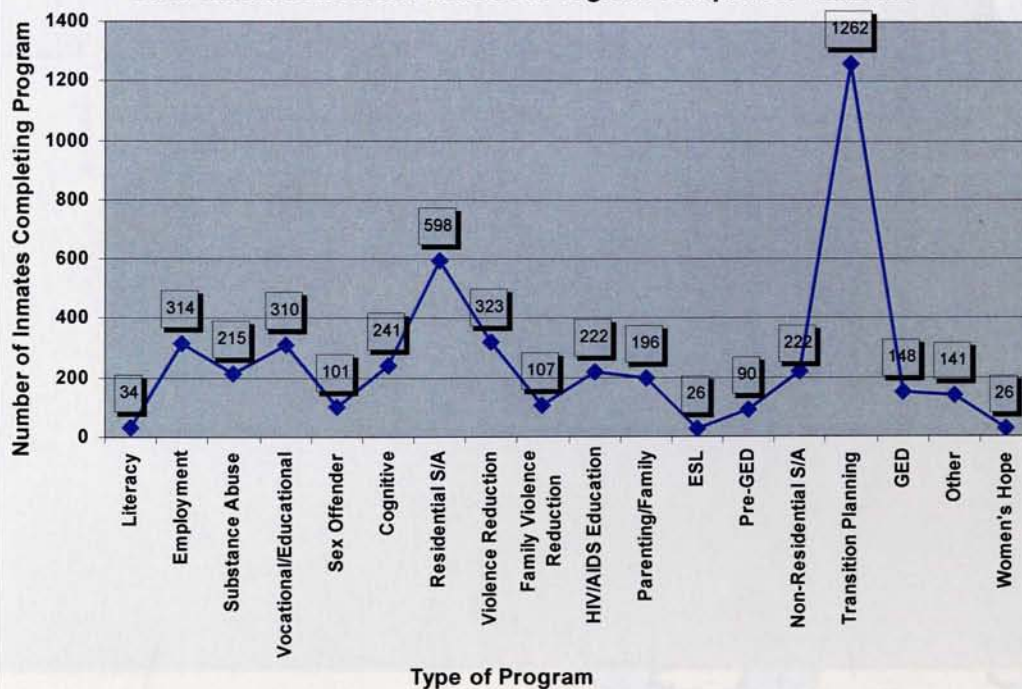
Releases Continued

2004 Releases to the Street from a MA DOC Facility
by Security Level and Quarter



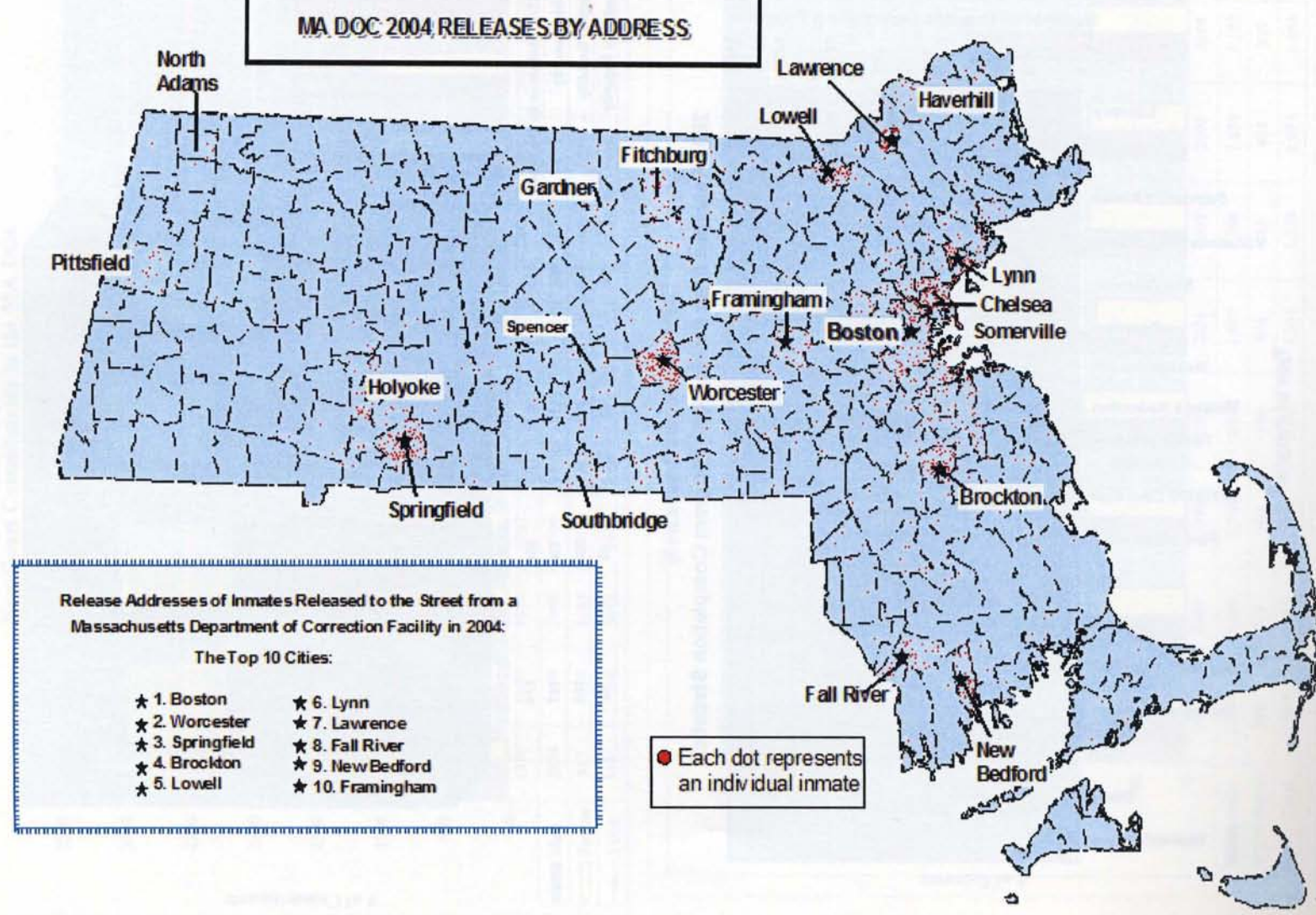
	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
TOTAL (Releases to the Street)	541	603	589	574
Lower Security	186	174	190	167
Medium Security	314	396	350	369
Maximum Security	41	33	49	38

2004 Releases from the MA DOC: Program Completion Statistics

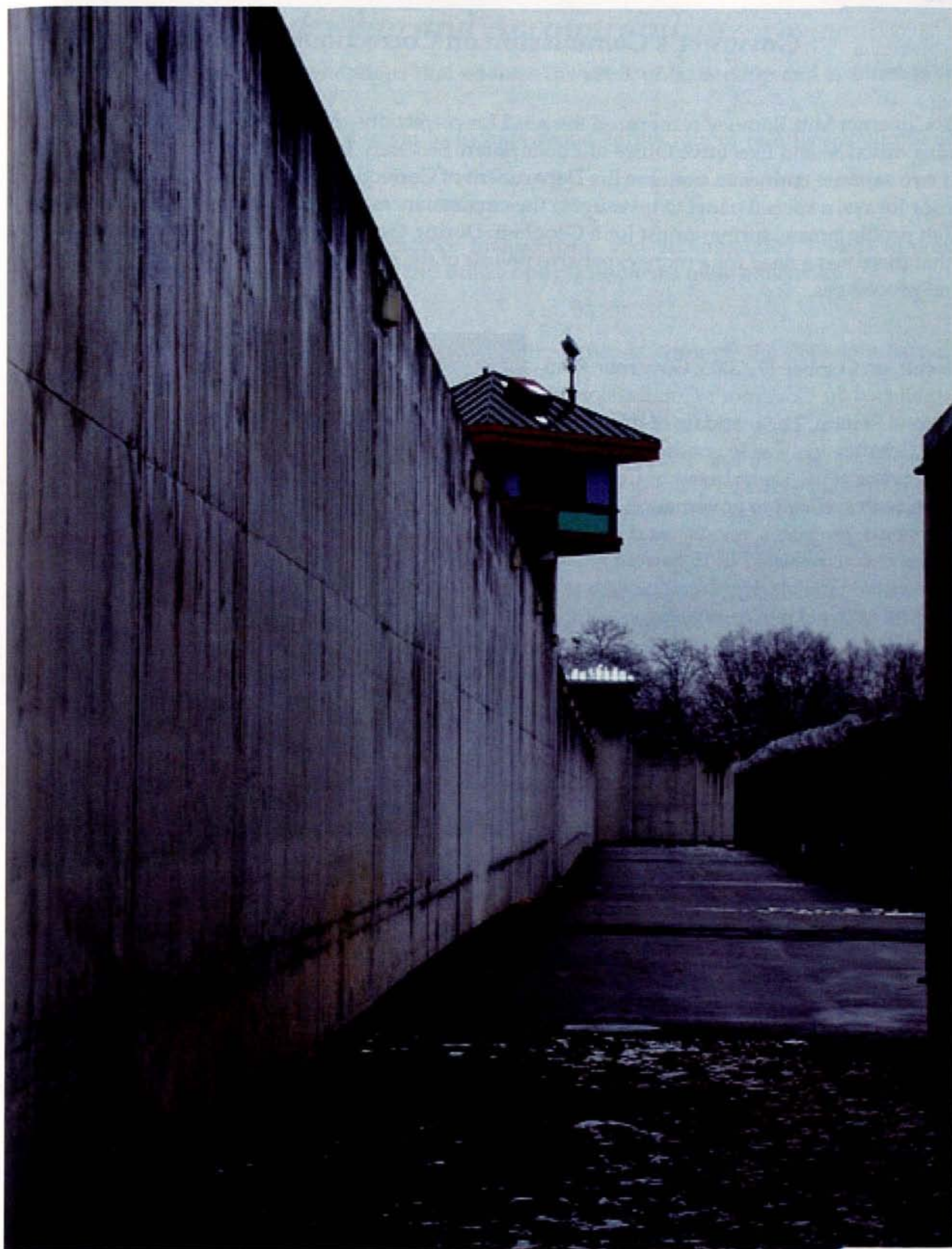


*Please note that an inmate may have completed more than one program. Also note, program completion statistics do not include those that participated but did not complete a specific program. Programs may have been completed at any point during the inmate's incarceration and may no longer exist.

Releases by City and Town



At the time of publication for this report, the data for 2004 releases is preliminary and subject to change.



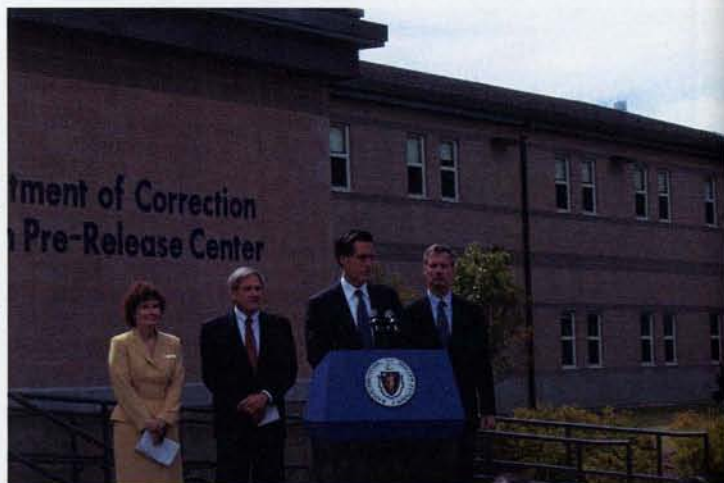
MCI-Concord Wall Tower

Governor's Commission on Corrections Reform

In 2003 Governor Mitt Romney recognized the need for corrections reform in Massachusetts. Shortly after assuming office, he and Executive Office of Public Safety Secretary Edward Flynn announced the formation of two separate entities to examine the Department of Correction (DOC). On September 4, 2003, the Governor formed a special panel to investigate the circumstances and conditions surrounding the death of a high profile inmate, former priest John Geoghan. During the early part of this investigation, it became clear that there was a need for a more expansive review of the system, including the Department's policies and procedures.

As a result, on October 17, 2003, Governor Romney established the Governor's Commission on Corrections Reform. The mandate of this "Blue Ribbon" Commission was to conduct a comprehensive review of the Department of Correction, including issues related to governance, operational systems, programs, reentry, and budget. The Commission consisted of 15 current and former corrections officials, legislators, community leaders, and criminal justice experts.

In 2004, the Governor's Commission on Corrections Reform issued eighteen recommendations for improvements in the Department of Correction. These recommendations were divided into four sections: Leadership and Accountability; Fiscal Management; Public Safety and Inmate Reentry; and Fair and Consistent Policies and Practices.



Governor's Press Conference:

(left to right) Commissioner Kathleen Dennehy, Scott Harshbarger, Governor Mitt Romney and Secretary Edward Flynn

In response to the GCCR report, the Department developed feasibility statements and strategic implementation plans for each recommendation. In addition, the Department identified four additional priority areas for which strategic plans were developed. The following pages provide highlights of the major steps taken and work completed in support of implementing each of the 18 major recommendations of the GCCR report.

Leadership and Accountability

Below are the four GCCR recommendations that address the areas of leadership and accountability in the DOC.

1. The Department should revise its mission to include reducing the rate of re-offense by inmates released into the community.
2. The Department should adopt a performance management and accountability system to enhance agency performance, improve the culture, and utilize budget resources more effectively.
3. The Department's management capacity should be strengthened through the collective bargaining process and revisions to the internal rank structure.
4. There should be an external advisory board on corrections to monitor and oversee the Department. The board should work cooperatively with the Commissioner to develop concrete goals for the future of the Department.

In addition, the DOC took action to ensure the successful implementation of the DOC's revised Vision, Mission, and newly created agency Core Values and to address the training limitations as they impact the implementation of the GCCR recommendations.

Milestones Towards Improving Performance, Accountability and Culture

Vision, Mission, and Core Values

The Governor's Commission on Corrections Reform called for the DOC to change its culture and the way it conducts business. To begin the process of change, the Commissioner along with over 35 senior staff completely rewrote the agency's vision and mission statements. In addition, an inter-disciplinary team of over 50 employees came together to develop a set of core values that define the agency's commitment to public service. Together the new vision, mission, and core values of the Department set the groundwork for agency-wide reform. These guiding principles are now prominently displayed in each facility and division setting a tone for staff and visitors alike.

Strategic Planning

Key managers from across the agency developed feasibility assessments and strategic implementation plans for each of the 18 major recommendations outlined in the GCCR report. This "working document" has become the DOC's blueprint for reform and stands as an action plan for the agency. To ensure accountability and track the progress of the strategic implementation plans, the Commissioner created the position of Executive Director of Strategic Planning and Research. The Executive Director oversees the administration of the agency's technology, research, evaluation, and development components, as well as coordinates the reporting of performance measures and information aligned with the strategic plan.

Open and Transparent Agency

To align with the new vision, mission, and core values, the DOC strives to be an open and transparent organization. In 2004 several initiatives and strategies were developed to support this objective both internally and externally. An internal communication strategy was developed and implemented to provide staff with timely and accurate information on issues affecting the Department. The DOC has increased outreach to the media, the Legislature, other agencies, stakeholders, and the public to provide added insight.

Souza-Baranowski Correctional Center Cultural Assessment

As one example of the Department's commitment to affecting cultural change, the Souza-Baranowski Correctional Center underwent a cultural assessment administered by the National Institute of Corrections (NIC). Souza-Baranowski Correctional Center, opened in 1998, brought together inmates and staff from several facilities resulting in operational challenges. The results of the cultural assessment are being used to design a strategy to improve operations, address specific problems, and improve the quality of life for both staff and inmates.

The Victim Advisory Council

The DOC has established a Victim Services Council (VSC). The Council is made up of nine members and includes victims of crime and representatives of state and local victim assistance programs. The principle duties of the VSC are to offer guidance and feedback to the Director of the Victim Service Unit so that we may ensure that departmental practices are victim-sensitive.

American Correctional Association (ACA) Accreditation

The DOC was presented with the prestigious *Eagle Award* by the American Correctional Association for being one of only six state correctional agencies nationally to achieve full ACA accreditation. Accreditation encompasses compliance with nationally recognized standards for every component of an agency's operations including security, administration, medical, sanitation and maintenance, education, vocational training, staff training, and fiscal practices.

Staff Training

The Training Academy pioneered an entirely new approach to recruit training by creating a mock institution to simulate realistic situations ranging from performing daily operations to responding to emergencies. The Division of Staff Development was awarded the International Association of Correctional Training Personnel's *Innovative Approaches Award*.

In addition, the Commissioner mandated the reinstatement of the annual 40-hour in-service training program which was entirely redesigned to reinforce the new vision, mission, and core values. The new training program promotes leadership, accountability, teamwork, and performance and staff has embraced the change with enthusiasm.

"...As difficult and challenging as it was, I'm confident that the staff have given us the tools and foundation we'll need to become successful in whatever paths we choose as corrections professionals."
CO Matt Smith, Recruit Class 290

Strengthening Management Capacity

A third Deputy Superintendent was assigned to MCI Cedar Junction, one of the state's maximum security facilities. This Deputy Superintendent is responsible for the administration of the Department Disciplinary Unit, Health Services Unit, and the Special Management Units. Additionally, second Directors of Security positions were added to the management teams at MCI Concord and Souza Baranowski Correctional Center to ensure more management presence during non-traditional business hours.

To further strengthen management's capacity, a monitoring system was developed and implemented to analyze and address sick leave abuse. Together, division heads and facility superintendents are actively working toward controlling this important administrative challenge. In addition, the DOC in conjunction with the Commonwealth's Office of Employee Relations has continued to negotiate new collective bargaining agreements with the ten different labor unions representing employees.

DOC Advisory Council

In September 2004, Executive Order 461 was issued by Governor Romney creating an external advisory council to work with DOC leadership to implement the reforms detailed in the recommendations issued by the GCCR. The DOC Advisory Council, chaired by Scott Harshbarger, is tasked with providing ongoing monitoring and oversight of the Department and with submitting a final report to the Secretary of Public Safety in 2005. The Commissioner and senior staff representatives meet monthly with the Council to provide updates on the progress of the strategic implementation plans.



Swearing in the DOC Advisory Council:

(left to right) Scott Harshbarger, Joyce Murphy and Sheriff Frank G. Cousins

Program and Special Activity Criteria

To ensure that all inmate programs and special activities are reviewed for content, purpose and intended benefit a multi-layered approval process was established. Emphasis is placed on the impact the program or special activity may have on the operation of the institution, staffing, resources, associated costs, victims of crime, and the rehabilitative benefits and/or spiritual value it may have.

Fiscal Management

Below are the two GCCR recommendations that address the areas of fiscal management in the DOC.

5. The Department should take responsibility for bringing down staffing costs and reducing worker absenteeism as it relates to worker's compensation.
6. The Department's budget should be more closely aligned with its mission and priorities. This will enhance public safety in a fiscally responsible manner.

Milestones Towards Improving Performance, Accountability and Culture

Management of Industrial Accident Claims

The DOC developed and submitted a proposal to assume responsibility for the functions currently provided by the Workman's Compensation/Industrial Accident Division of the Commonwealth's Human Resources Division. Under this proposal, the cost savings to the Department has been estimated to be \$500,000 in the first year alone.

DOC Budget

To more accurately depict the funding that the DOC has committed to inmate programming, a workgroup identified all inmate-related program expenditures and developed a comprehensive expenditure report. As a result of this process, it has been estimated that over \$50 million (12%) of the Department's FY05 appropriation was allocated to inmate programming as opposed to the previously reported \$14.1 million (3%).

Going forward, the Budget Office will measure the increase of expenditures in specific areas to fulfill the Department's priority of closing the disparity between inmate programs targeting recidivism and personnel costs.

Centralized Security Purchases

The Special Operations Division implemented a centralized process to purchase and distribute security and radio communications equipment. This resulted in the standardization of security equipment from facility to facility as well as a cost savings of approximately \$500,000 to the Commonwealth.

Intra-system Transfers

The Central Classification Unit and the Central Transportation Unit (CTU) conducted a joint assessment of CTU operations to identify potential cost-saving measures. The assessment revealed that resources could be more efficiently utilized by reducing the number of days from five to three per week that inmates are transferred from one facility to another. Implementation of the three-day schedule resulted in the maximization of CTU manpower and ensured inmates arrived at their assigned destinations in a timely manner.

Inmate Health Services

A 13-bed assisted daily living unit was established in the Health Services Unit of MCI Shirley to provide inmates access to resources that assist with their daily life activities. Prior to the opening of the unit, inmates in need of assistance may have been assigned to a more expensive infirmary bed.

Another cost-saving initiative was the installation of a dialysis machine in the Health Services Unit of the Massachusetts Treatment Center, thus reducing expenses associated with outside hospital services and inmate transportation.

Recycling

In collaboration with all DOC staff, the Recycling Steering Committee established a program to reduce trash removal costs and increase the recycling of cardboard, paper, tin, and plastics. The result was a cost savings of \$133,082 (17% of the 2003 trash disposal expenses) to the Department. In addition, approximately 375 tons of recycled items were sold with the net revenue of \$15,713 reverted to the Commonwealth's General Fund.



Energy Conservation

The Department operates 18 facilities and various support facilities totaling more than 7 million square feet of building space on 5,400 acres. Energy & Water Conservation Initiatives were introduced to reduce the \$16 million operating cost by 20%. Measures taken include reducing lighting by 50%, reducing heating by 2 degrees, shutting down PC's when not in use, and reducing water flows at fixtures. As a result, the Department's electricity usage was reduced by 15 million kilowatts (28.76% savings in kilowatts) since February 2002, a \$1,478,386 electrical cost savings. This is equivalent to reductions of 7,482 tons of CO2 emissions or 1,234 cars off the road. The Department also implemented an additional measure with the re-lamping of 5 facilities, which has a projected annual savings of \$263,077.

At the Walpole/Norfolk and Bridgewater Complexes, the Department has undertaken Chapter 25A projects, which are energy-saving projects that allow for improvements to the physical plant while paying for them with the energy savings over a 20-year period. These projects have a combined guaranteed savings of approximately \$2.8 million annually.

Public Safety and Inmate Reentry

Below are the seven GCCR recommendations that address the areas of public safety and inmate reentry in the DOC.

7. The Commonwealth must view reducing the rate of re-offense by returning inmates as one of its highest public safety priorities.
8. The Department should adopt a comprehensive reentry strategy including risk assessment, proven programs, "step down", and supervised release.
9. The Department should hold inmates more accountable for participation in productive activities designed to reduce the likelihood that they will re-offend.
10. The Commonwealth and the Department should revise sentencing laws and DOC policies that create barriers to appropriate classification, programming and "step down".
11. The Commonwealth should establish a presumption that DOC inmates who are released are subject to on-going monitoring and supervision.
12. There should be a dedicated external review of inmate health and mental health services.
13. There should be a dedicated external review of issues pertaining to female offenders in the Department's custody.

In addition, the DOC took action to address the deficiencies in the volunteer system.

Milestones Towards Improving Performance, Accountability and Culture

Commitment to Reentry

The DOC's commitment to reentry is best demonstrated by two initiatives this year. First, the agency elevated the importance of prisoner reentry by memorializing it in the revised vision and mission statements which drive the broader goals and objectives of the agency. In addition, to sig-

nal the dramatic shift, the Commissioner created a new, executive level position of Associate Commissioner of Reentry and Reintegration for the purpose of deepening collaboration with public and private partners in order to facilitate a more seamless reentry system, thereby positively impacting public safety.

Comprehensive Reentry Strategy

The DOC has begun the process of developing a comprehensive reentry strategy by establishing a Department Reentry Workgroup. This workgroup is addressing the reentry continuum, evaluation, performance measurements, and recidivism rates.

MassHealth

In November 2004, the DOC collaborated with the Department of Medical Assistance to expedite MassHealth benefits applications for eligible inmates being released. MassHealth assists releasing offenders access substance abuse treatment and mental health and medical providers, ensuring a continuum of treatment and care. Successful reentry is greatly enhanced when there is no break in such services immediately upon release. The MassHealth program takes the strain off of emergency rooms, thus saving taxpayers the cost of such visits. Approximately 100 applications were processed between November and December 2004.

Parole Partnership

The DOC enhanced its long-standing collaboration with the Massachusetts Parole Board in the continuing effort to reduce recidivism. Correction Program Officers give information to the Institution Parole Officer and attend parole hearings to provide input regarding the inmate's institutional adjustment and program involvement. With this new process, DOC staff is immediately advised of parole hearing results and begins working with the offender on his/her reentry plan.



Regional Reentry Centers

The DOC transferred funding from the DOC Community Resource Centers to the Massachusetts Parole Board to collaborate in the establishment of eight Regional Reentry Centers (RRC). The RRC's provide offenders access to services and linkages in the community to assist in successful reentry. As a result of this initiative, the DOC revised the procedures for releasing inmates. Now inmates being released without post-release supervision are transported to and subsequently released from the RRC. Since implementing this initiative in October 2004, 84 offenders have been released through the RRC's.

Reentry Services

Recognizing the importance of a fully integrated reentry process, the Department shifted reentry case management duties from the Correction Program Officers assigned to the centralized reentry unit to all Correction Program Officers. This shift in responsibility streamlines the process and signals the agency's commitment to reentry.

Work Release Programs

Eligible inmates in pre-release facilities have the opportunity to pursue community-based employment while incarcerated. By participating in the work release program, inmates earn money in preparation for release, begin to pay outstanding obligations such as child support payments, and further develop a solid work ethic. Northeastern Correctional Center and Boston Pre-Release Center added 34 new employers to the work release program.

Health Services External Review

The Department, with consultant support, established a planning group to facilitate the external review process and prioritize issues pertaining to inmate health and mental health services. A plan was proposed for the establishment of the External Review Panel. Objectives were identified to review the scope of services, gender-specific medical needs of female offenders, services for Bridgewater State Hospital, Section 35 civil commitments at the Massachusetts Alcohol and Substance Abuse Center and MCI Framingham, and the use of Lemuel Shattuck Hospital.

Female Offenders External Review

The Department's Director of Female Offender Services proposed members for an external review panel to deal specifically with female offenders. The scope of the Female Offender Study includes reviewing overcrowding, assessing facility operations and services, addressing family issues, reviewing programs and treatment, and reentry services.

Education and Programming

To increase academic and vocational programming, the DOC hired 10 full-time and 26 part-time teachers. This resulted in the expansion of educational programs including English as a Second Language, Adult Basic Education, Pre-General Equivalency Diploma (GED) and GED programs at several facilities. Nearly 2,000 Tests of Adult Basic Education assessments and 300 GED tests were administered department-wide. An average of 1,900 inmates attended academic and vocational programming daily.

Both MCI Concord and Old Colony Correctional Center established in-cell closed circuit television satellite educational programming. Other program additions include the establishment of the Building Trades Program at MCI Shirley, which teaches inmates how to build cabinets for the Habitat for Humanity program, the establishment of an Industries Sewing Program at North Central Correctional Institution, and the construction of a garage for the implementation of the Vehicle Maintenance Program at South Middlesex Correctional Center.





National Education for Assistance Dog Services (NEADS)

The DOC has partnered with NEADS for the past several years to utilize inmate handlers to train dogs in preparation for becoming service dogs to assist people with disabilities. This program was offered at MCI Plymouth, Northeastern Correctional Center, and North Central Correctional Center's minimum unit. In 2004, the program was expanded to Pondville Correctional Center and for the first time, a medium security facility, MCI Framingham.

Therapeutic Privilege System

The Massachusetts Alcohol and Substance Abuse Center developed a proposal to implement a therapeutic privileging system designed to improve accountability and program compliance of those individuals civilly committed pursuant to MGL Chapter 123, Section 35, *Commitment of Alcoholics or Substance Abusers*.

Volunteerism

The DOC has strengthened the volunteer program by increasing the total number of volunteers from 1,200 to 1,500 in 2004. In addition, a Director of Volunteer Services position was created in order to recruit and administer more efficient volunteer programming and services. The Volunteer and Volunteer Programs policy was revised to include updating the orientation lesson plan and handbook for more effective volunteer training and a system-wide Public Access Security System (PASS) database was implemented to track and manage volunteers and vendors. In recognition of volunteerism, the Department hosted the first annual Volunteer Recognition Ceremony on April 22, 2004 at the State House with the attendance of approximately 500 volunteers.

Serious and Violent Offender Reentry Initiative (SVORI)

The DOC continues to be the lead agency for the SVORI Reentry Initiative. SVORI is a three-year US Department of Justice grant that supports public safety and aims to reduce recidivism. SVORI integrates efforts by corrections, parole, probation, and community-based service providers focusing on employment and reducing post-release substance abuse.

Fair and Consistent Policies and Practices

Below are the five GCCR recommendations that address the areas of fair and consistent policies and practices in the DOC.

14. The Department should ensure that policies and procedures, including those related to inmate classification, discipline and grievances, are transparent, well communicated, have specified appeals processes, and are implemented by staff who are appropriately selected, trained and supervised.
15. The Department should ensure that policies and procedures are properly implemented through oversight and accountability systems, including an independent investigative authority, data management and unit management.
16. The Department should conduct a system-wide facility review to ensure that its physical plant is consistent with the security needs of the staff and inmate population and the Department's mission.
17. The Department should adequately protect and care for inmates in protective custody.
18. The Department should increase the linguistic diversity and cultural competence of its workforce.

In addition, the DOC took action to address issues associated with the manner in which policies and regulations are developed and promulgated.

Milestones Towards Improving Performance, Accountability and Culture

Office of Administrative Resolution

The Commissioner has created the Office of Administrative Resolution to oversee inmate grievance and communication systems, conduct trend analysis, and facilitate a broad range of policy and operational changes to ensure safe, fair, and consistent agency practices.

Inmate Management System

In 2004, the DOC achieved full implementation of the computerized Inmate Management System. This accomplishment was the culmination of a comprehensive reengineering effort that began in 1996 and established the blueprint for extensive agency business process change and the development of a state of the art integrated database to improve efficiency, increase information sharing with other agencies, ensure accountability, enhance security and offender management, and assist in strategic planning. Rollout was completed by bringing Boston Pre-Release Center, Bay State Correctional Center, Bridgewater State Hospital, Massachusetts Alcohol and Substance Abuse Center, MCI Norfolk, and MCI Plymouth online.

Inmate Grievance Process

The Office of Administrative Resolution conducted an in-depth evaluation of the inmate grievance process resulting in the development of a comprehensive certification program for Institution Grievance Coordinators as well as numerous system improvements. The inmate grievance policy was revised to create a more impartial forum designed to resolve legitimate complaints and encourage offenders to address their concerns in a responsible manner. A pilot of the new policy was initiated at four facilities. In addition, a new inmate grievance reporting format was implemented to improve the accuracy and extent of statistical data and a quarterly auditing system was established to improve accountability. Statistical comparisons over a seven-month period between 2003 and 2004 demonstrate a significant increase in the approval rate of legitimate grievances from an average of 9.2% to 22.8%, thus illustrating more fair and consistent decision making.

Inmate Classification

A Classification Task Force collaborated with the National Institute of Corrections to develop and pilot a research based objective classification scoring system. This system identifies each inmate's individual risk factors for prison violence, escape, and institutional misconduct in order to more accurately place the offender in the most appropriate custody level consistent with public safety and reentry goals. The new objective point-based classification system will be rolling out in 2005.

Inmate Disciplinary Process

The DOC established a multidisciplinary workgroup comprised of staff from the Department of Correction, Harvard Prison Legal Assistance Project, and Northeastern Prisoner Assistance Program to revise the Inmate Disciplinary policy and create a more fair and impartial disciplinary system. The workgroup developed a plan which includes the reassignment of hearing officers from institutions to a newly created centralized Disciplinary Unit. In addition, a new Director of Inmate Discipline position has been created. The new system, designed to maintain order in the institutions and encourage positive inmate behavior, will be introduced in 2005.



Internal Affairs

A workgroup was established to create an Internal Affairs policy and coordinate the development of specialized training for investigators. This will ensure the appropriate identification and investigation of staff misconduct allegations in order to enforce standards for ethical conduct and professionalism. In addition, an inmate "tip line" was established to facilitate the reporting of allegations of staff misconduct, and a centralized database was developed and piloted to better monitor and track investigations.

Security Assessments

The Resource Management Division conducted perimeter security reassessments of institution perimeter fences and cameras to determine the need for improvements or repairs in order to improve facility security and ensure public safety. Facility security was improved through the installation of observation windows in inmate program areas at Souza Baranowski Correctional Center, the installation of additional video surveillance equipment at Bridgewater State Hospital, and additional perimeter razor wire at the Massachusetts Treatment Center.

Establishment of a Conflict Policy

To address conflicts between individuals and to ensure the safety of staff and inmates, the DOC developed a Conflict policy that provides a mechanism to identify, investigate, and verify such issues. A process to review all inmate enemy situations within the DOC was developed and implemented. The process involved reviewing the records of all inmates that had claimed enemy situations, and verifying the complaint. The DOC identified 2,722 inmates who claimed enemy issues. Of that number, the particular inmates claimed a total of 6,070 enemies. At the conclusion of the process, the DOC was able to resolve 1,535 enemy situations; and as a result, the DOC has an accurate database, and security was greatly enhanced.

Protective Custody

By establishing a process for multi-layered, frequent review of inmate placement in protective custody evaluating the safety and security needs, appropriate security level placement, mental health issues, and programmatic needs of offenders, the DOC has enhanced the Protective Custody procedures to ensure proper placement and monitoring of inmates in such units.

Increasing Cultural Competence

The Office of Affirmative Action has increased recruitment efforts through aggressive advertising, community outreach, job fairs, and civil service exams and placed a strong emphasis on the need for bilingual skills in order to improve the linguistic diversity of the workforce. To ensure easy identification of qualified bilingual applicants, the Office of Affirmative Action has developed and implemented a database to monitor and track resumes of individuals who have either applied or been referred for vacant positions. In addition, plans have been developed for the establishment of a multi-disciplinary bilingual advisory committee to develop strategies to eliminate communication and cultural barriers that hinder the Department's ability to meet the programmatic and security needs of the inmate population and institutions. Finally, the Policy Development and Compliance Unit has implemented a process to translate all policies into Spanish to better meet the needs of Spanish speaking inmates and the public.

Policy Review Process

In an effort to maximize the input sought relating to agency policy reviews, the Policy Development and Compliance Unit placed new emphasis on seeking out the views of interested parties. Two actions in particular have been taken.

The DOC initiated a process whereby facilities are now responsible for conducting an in-depth review of a different policy each month and submitting any proposals for revisions to the Policy Development and Compliance Unit. This new process provides a routine outlet for field staff to propose any perceived necessary revisions, whether substantive or merely typographical/grammatical.

Also, the Department now requires that, in addition to a legal representative, a Central Headquarters policy representative attend any public hearings held to revise agency regulations in order to listen to commentary provided. Any person providing commentary will be sent a follow-up acknowledgement letter, which may include the action taken regarding the submitted views.



Massachusetts Treatment Center

Sergeant St. Pierre



Souza-Baranowski Correctional Center

Assistant Deputy Commissioners

In January 2004, the responsibilities of the Assistant Deputy Commissioners (ADC's) were modified as the Department made a change in the division of the institutions. The three division system was replaced with a two sector system divided by region, Northern and Southern, encompassing a total continuum of custody for each ADC.

John Marshall, Jr., Assistant Deputy Commissioner - Northern Sector



As mentioned earlier, the process to review all inmate enemy situations within the DOC was developed and implemented. At the conclusion of a lengthy review process, the DOC resolved 1,535 enemy situations and as a result, has an accurate database and enhanced security at the facilities.

In addition, a security Self-Audit Program was implemented to enable institutions to audit nine specific areas each quarter. Institutions received a Security Audit Manual detailing audit tools to complete the self-audit. The program has enhanced supervision and accountability and provided institutional administrators a vehicle to identify issues before they become bigger problems.

Finally, an internal intranet site for Food Service Directors was developed so that Food Service Directors could discuss common issues and develop best practices that will benefit all institutions. The site also displays inventories, bulk purchases, USDA information, menus, recipes and surplus inventories that can be shared between institutions to reduce operational costs.

Timothy Hall, Assistant Deputy Commissioner - Southern Sector



Subsequent to an October 2003 escape from the Massachusetts Treatment Center, a comprehensive review of the perimeter of the facility was conducted and resulted in major improvements to the detection system as well as the installation of surveillance cameras in the facility.

In an effort to increase staff and inmate accountability, a proposal was developed to introduce digitized surveillance technology in all 18 DOC facilities. The use of this equipment will allow for real time recording and long term storage of surveillance recordings. The rapid call back features of this equipment also allow them to be used for 24 hour monitoring of all activities. As the Department moves forward with efforts to increase accountability, this technology is a necessary tool.

Finally, consistent with a major Departmental initiative to recruit and retain volunteers, a committee was assembled to plan and coordinate a Department wide Volunteer Recognition event that was held at the Massachusetts State House on April 22, 2004 to honor members of the public who had given up their personal time to assist the Department in its efforts. Over 500 volunteers attended this event.

Northern Sector Correctional Facilities

Boston Pre-Release Center



Linda Bartee
Superintendent

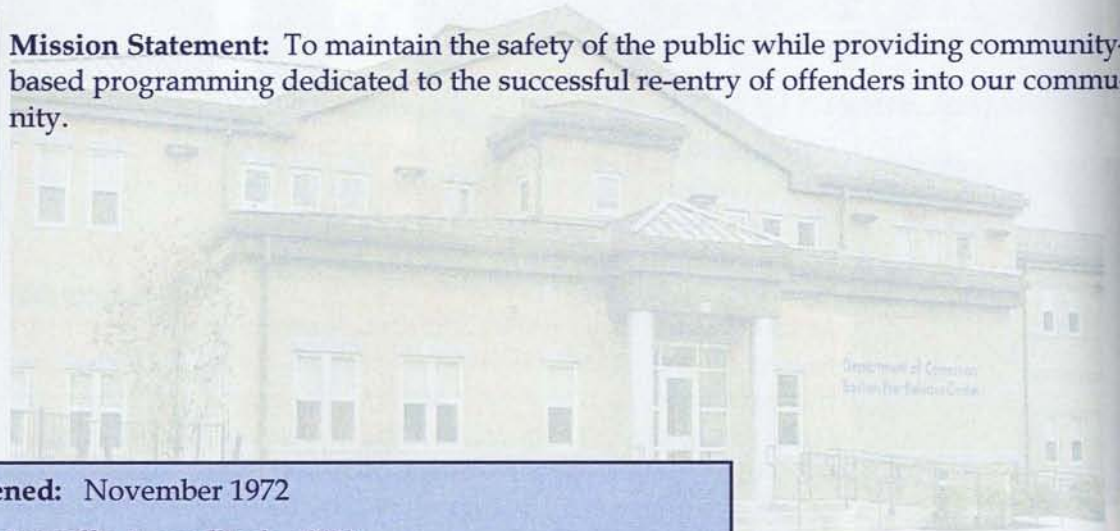
Mission Statement: To maintain the safety of the public while providing community-based programming dedicated to the successful re-entry of offenders into our community.

Date Facility Opened: November 1972

Date Facility was Initially Accredited: 1999

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

Count as of December 31, 2004: 94



Souza-Baranowski Correctional Center

MCI-Concord



Peter Pepe
Superintendent

Mission Statement: To provide a safe, secure, and respectful environment for staff and offenders through orientation, evaluation, and assessment. We provide the foundation for a productive incarceration and the opportunity for successful re-entry into society.



Date Facility Opened: May 1878

Date Facility was Initially Accredited: 2001

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 1005

MCI-Framingham



Lynn Bissonnette
Superintendent

Mission Statement: The protection of the public through the incarceration and detention of female offenders while providing a safe, secure, and humane environment where inmates and detainees can participate in effective programming to prepare for a successful return to society.

Date Facility Opened: November 8, 1877

Date Facility was Initially Accredited: 1995

Facility Profile: Level 4 & 6 (Medium and Maximum Security)

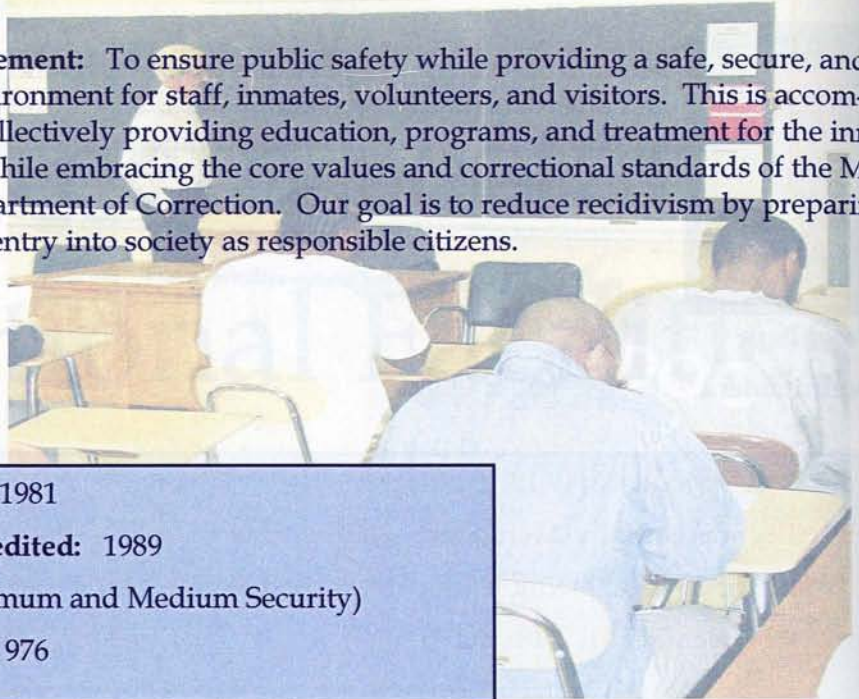
Count as of December 31, 2004: 599

North Central Correctional Institution



Steven O'Brien
Superintendent

Mission Statement: To ensure public safety while providing a safe, secure, and professional environment for staff, inmates, volunteers, and visitors. This is accomplished by collectively providing education, programs, and treatment for the inmate population while embracing the core values and correctional standards of the Massachusetts Department of Correction. Our goal is to reduce recidivism by preparing inmates for re-entry into society as responsible citizens.



Date Facility Opened: June 18, 1981

Date Facility was Initially Accredited: 1989

Facility Profile: Level 3/4 (Minimum and Medium Security)

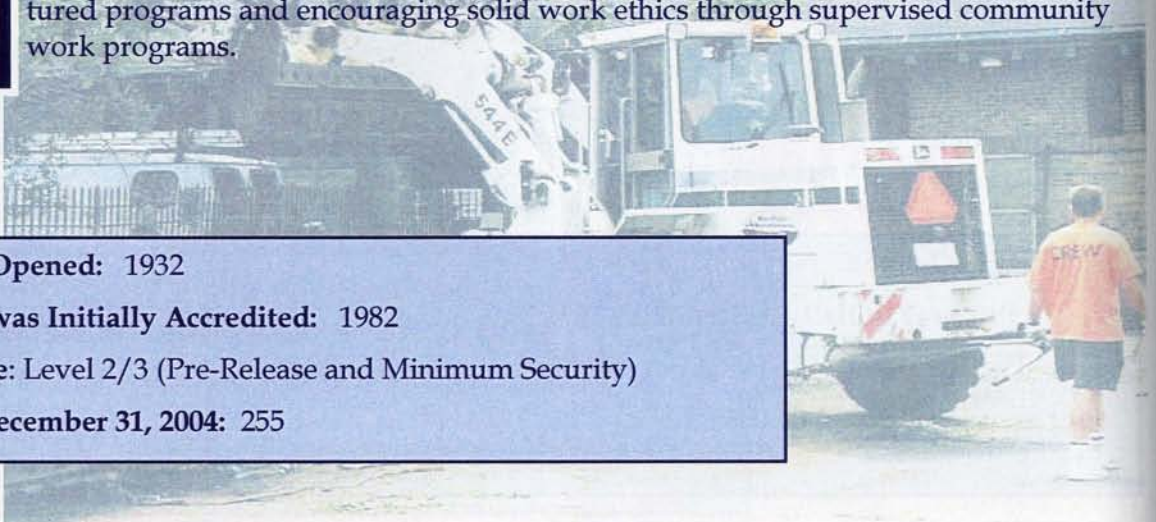
Count as of December 31, 2004: 976

Northeastern Correctional Center



James Saba
Superintendent

Mission Statement: Committed to both public safety and providing a safe and humane environment for its inmate population, staff, volunteers, and visitors. We accomplish this by applying sound security practices and a thorough classification process. The Northeastern Correctional Center is also committed to assisting inmates in a successful reintegration into their communities. We accomplish this by providing structured programs and encouraging solid work ethics through supervised community work programs.



Date Facility Opened: 1932

Date Facility was Initially Accredited: 1982

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

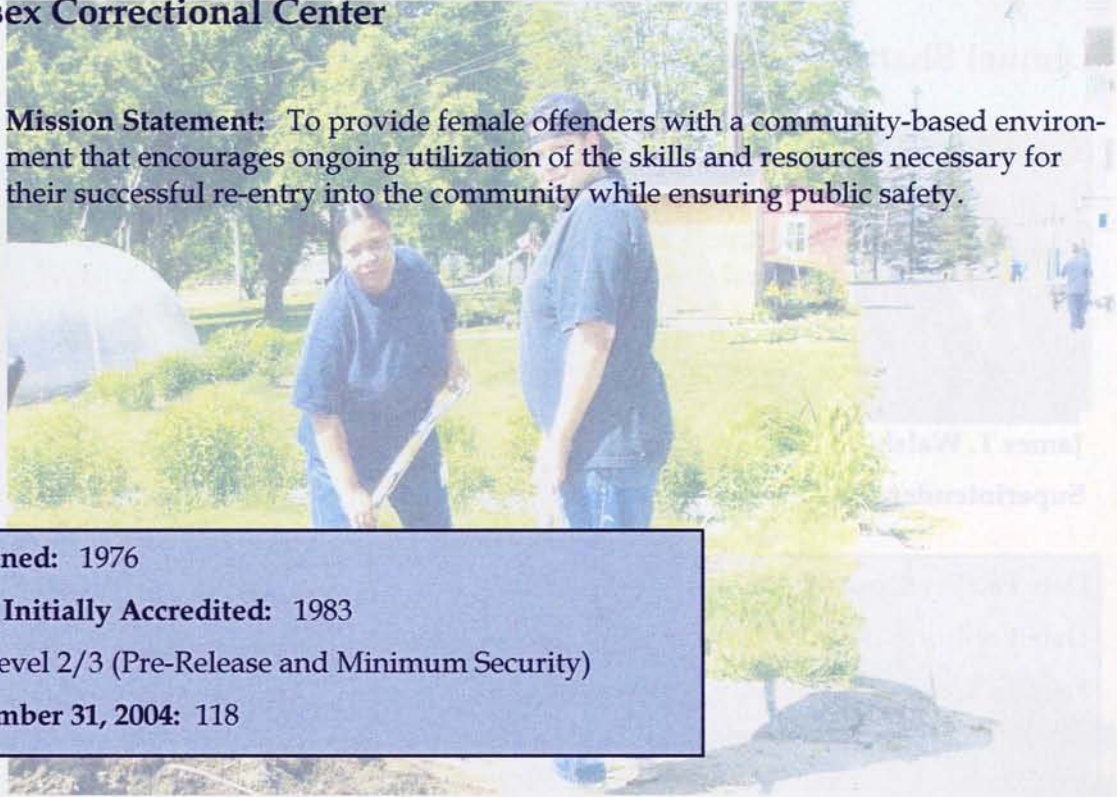
Count as of December 31, 2004: 255

South Middlesex Correctional Center



Kelly A. Ryan
Superintendent

Mission Statement: To provide female offenders with a community-based environment that encourages ongoing utilization of the skills and resources necessary for their successful re-entry into the community while ensuring public safety.



Date Facility Opened: 1976

Date Facility was Initially Accredited: 1983

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

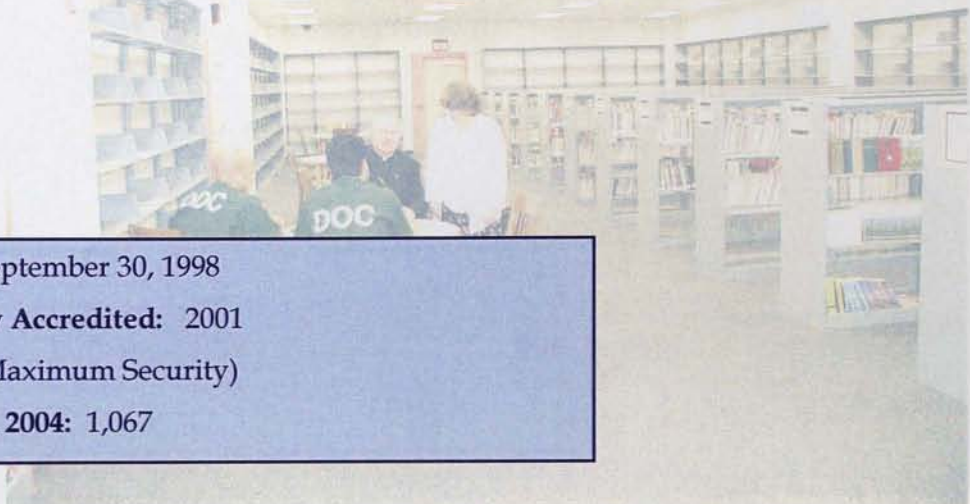
Count as of December 31, 2004: 118

Souza-Baranowski Correctional Center



Lois Russo
Superintendent

Mission Statement: To provide a maximum-security environment for a variety of offenders while effectively ensuring the safety of staff and inmates. The facility manages the population in a humane and professional manner. SBCC emphasizes meaningful programming designed to aid an inmate's progression through security levels, reduce recidivism, and assist in the re-entry process.



Date Facility Opened: September 30, 1998

Date Facility was Initially Accredited: 2001

Facility Profile: Level 6 (Maximum Security)

Count as of December 31, 2004: 1,067

Lemuel Shattuck Hospital Correction Unit



James T. Walsh
Superintendent

Mission Statement: To provide a safe and secure environment where quality health care is delivered to incarcerated individuals from all venues in partnership with the Department of Public Health. We serve the public through a compassionate, competent, and professional workforce committed to public safety.

Date Facility Opened: 1974

Date Facility was Initially Accredited: Not applicable.

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 18

MCI-Shirley



Michael A. Thompson
Superintendent

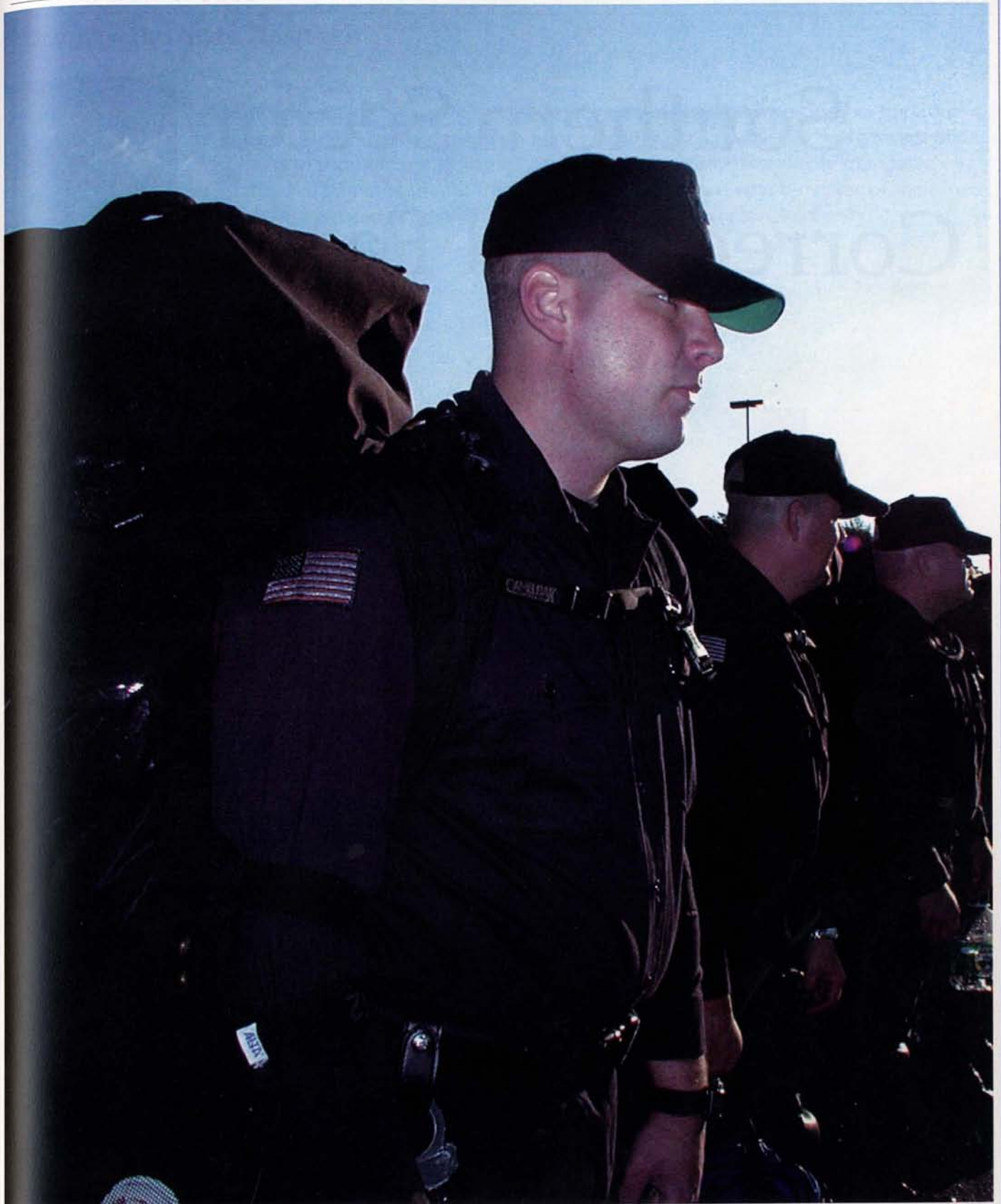
Mission Statement: To provide a safe and secure environment within a multi-level correctional setting designed to afford offenders varied rehabilitative opportunities for eventual community reentry.

Date Facility Opened: July 1991

Date Facility was Initially Accredited: 1994

Facility Profile: Level 3/4 (Minimum and Medium Security)

Count as of December 31, 2004: 1099



Special Operations Response Unit Members

Southern Sector Correctional Facilities

James T. Walsh
Superintendent

Bay State Correctional Center



Michael Corsini
Superintendent

Mission Statement: To provide a safe environment for the surrounding community, offenders, and staff, while striving to reduce recidivism by providing quality resources for successful reintegration.

Date Facility Opened: 1976

Date Facility was Initially Accredited: 1984

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 286

Bridgewater State Hospital



Kenneth Nelson
Superintendent

Mission Statement: As a Department of Correction institution as well as the Commonwealth's only strict security psychiatric hospital, the mission of Bridgewater State Hospital is to promote public safety, provide court-ordered statutorily mandated evaluations of its patients, and treat mentally ill adult men who by virtue of their mental illness are in need of hospitalization under conditions of strict security.

Date Facility Opened: 1974.

Date Facility was Initially Accredited: 1998 (JCAHO-2003)

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: Patients: 285 Cadre Inmates: 53

MCI-Cedar Junction



David Nolan
Superintendent

Mission Statement: To ensure public safety by providing a safe, secure environment for staff and the most challenging inmate population. By affording opportunities for self-improvement through program initiatives, we strive to aid the offender's successful reintegration.

Date Facility Opened: 1956

Date Facility was Initially Accredited: 2003

Facility Profile: Level 6 (Maximum Security)

Count as of December 31, 2004: 566

Massachusetts Alcohol and Substance Abuse Center



Karin Bergeron
Superintendent

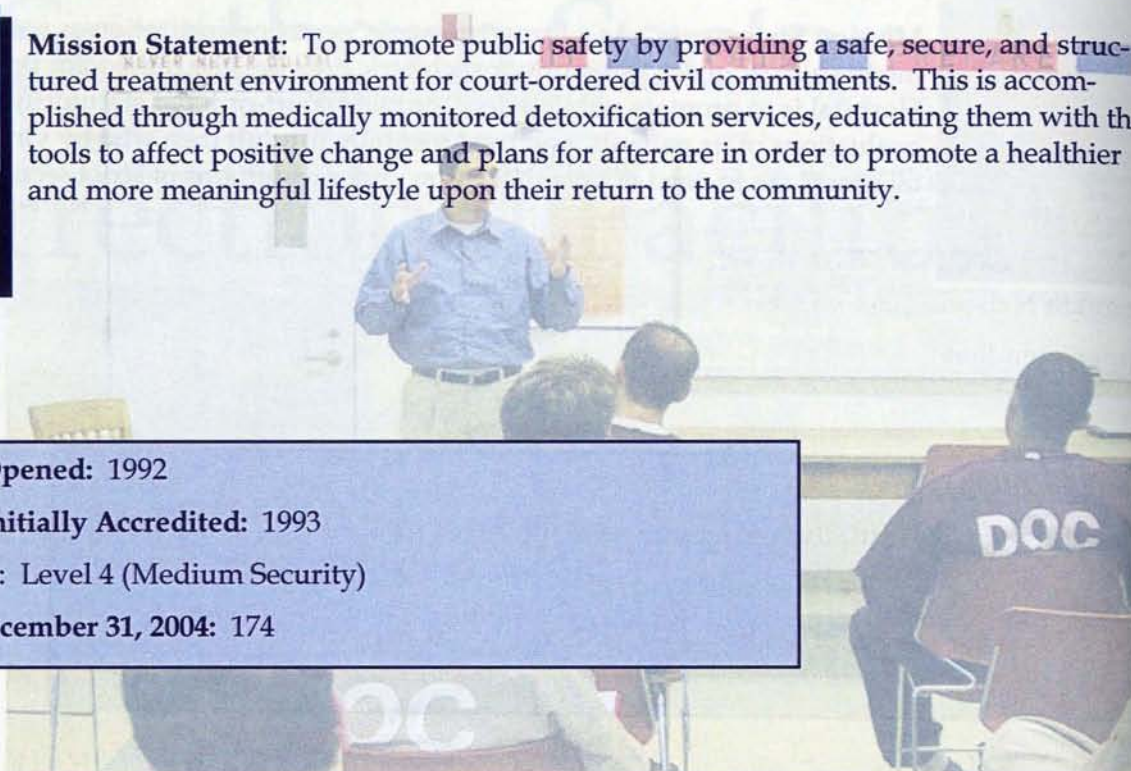
Mission Statement: To promote public safety by providing a safe, secure, and structured treatment environment for court-ordered civil commitments. This is accomplished through medically monitored detoxification services, educating them with the tools to affect positive change and plans for aftercare in order to promote a healthier and more meaningful lifestyle upon their return to the community.

Date Facility Opened: 1992

Date Facility Initially Accredited: 1993

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 174



Massachusetts Treatment Center



Robert F. Murphy, Jr.
Superintendent

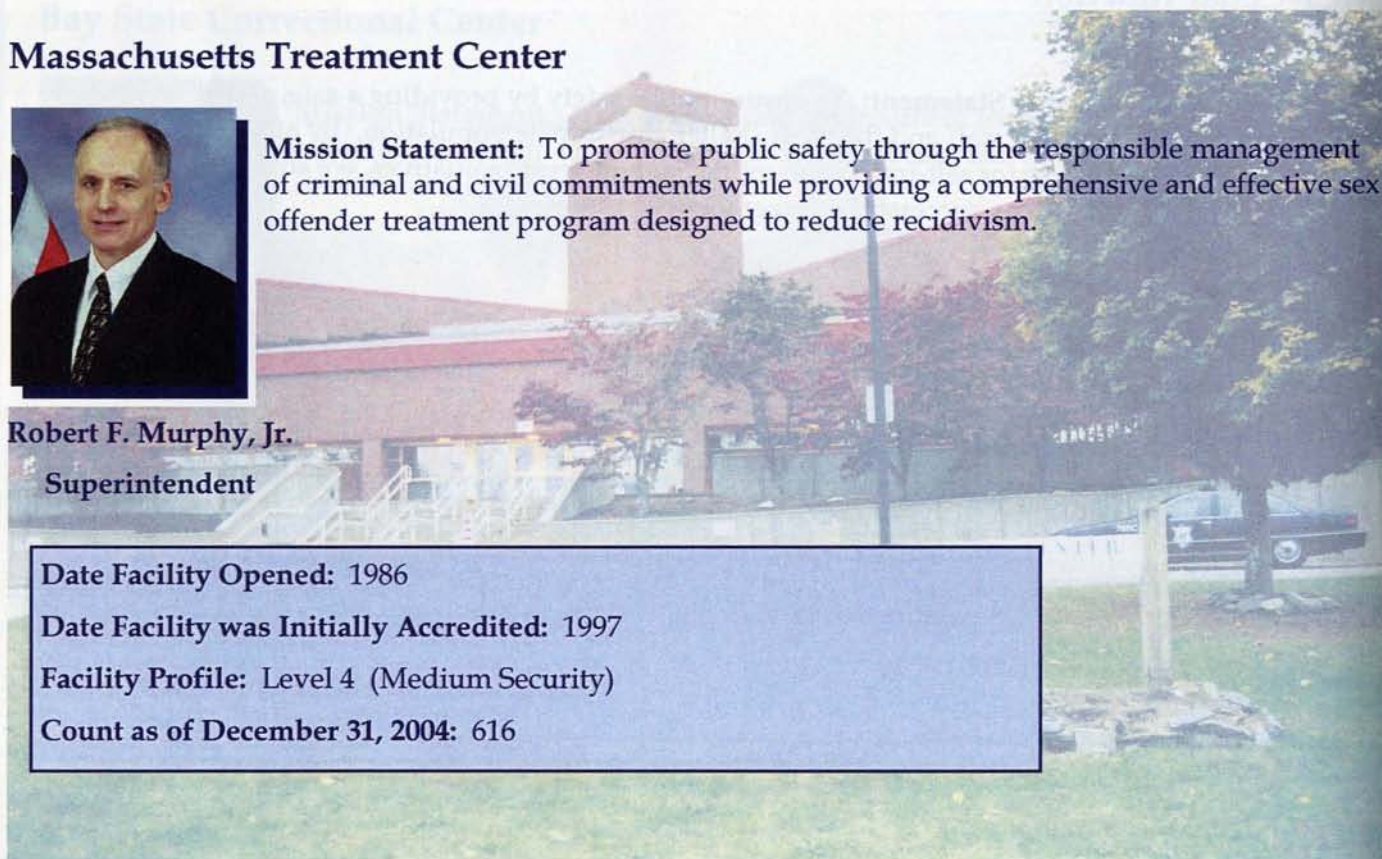
Mission Statement: To promote public safety through the responsible management of criminal and civil commitments while providing a comprehensive and effective sex offender treatment program designed to reduce recidivism.

Date Facility Opened: 1986

Date Facility was Initially Accredited: 1997

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 616



MCI Norfolk



Luis Spencer
Superintendent

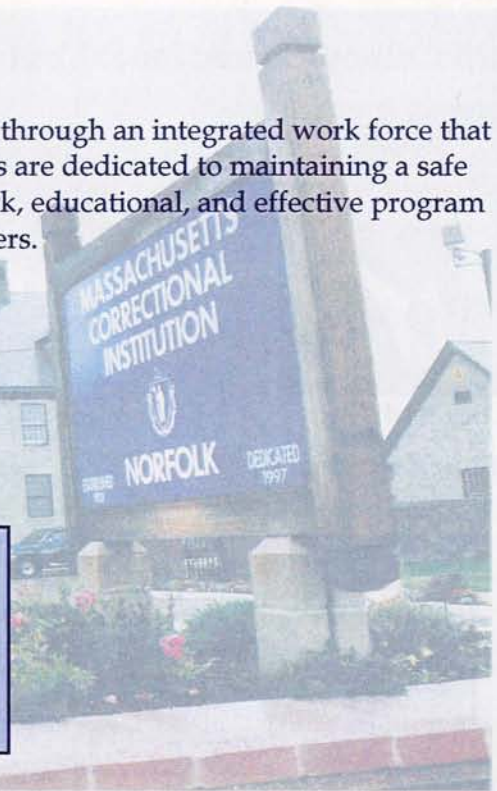
Mission Statement: To maximize public safety through an integrated work force that is responsible and respectful. Our professionals are dedicated to maintaining a safe and humane environment while providing work, educational, and effective program opportunities to enhance the re-entry of offenders.

Date Facility Opened: 1927

Date Facility was initially Accredited: 2004

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2004: 1415



MCI-Plymouth



Paul E. Blaney
Superintendent

Mission Statement: We are dedicated professionals providing public safety through sound inmate accountability, while simultaneously offering offenders re-entry opportunities for self-improvement and providing services and support to local communities.

Date Facility Opened: 1952

Date Facility was Initially Accredited: 1994

Facility Profile: Level 3 (Minimum Security)

Count as of December 31, 2004: 151



Old Colony Correctional Center



Bernard Brady
Superintendent

Mission Statement: To humanely incarcerate a diverse offender population. Through effective programming and treatment, prepare offenders for successful reentry into society while providing for public safety in a professional manner.

Date Facility opened: October 1987

Date Facility initially accredited: 1989

Facility Profile: Level 3/5 (Minimum and High Medium Security)

Count as of December 31, 2004: 816

Southern Sector

Pondville Correctional Center



Paul Ruane
Superintendent

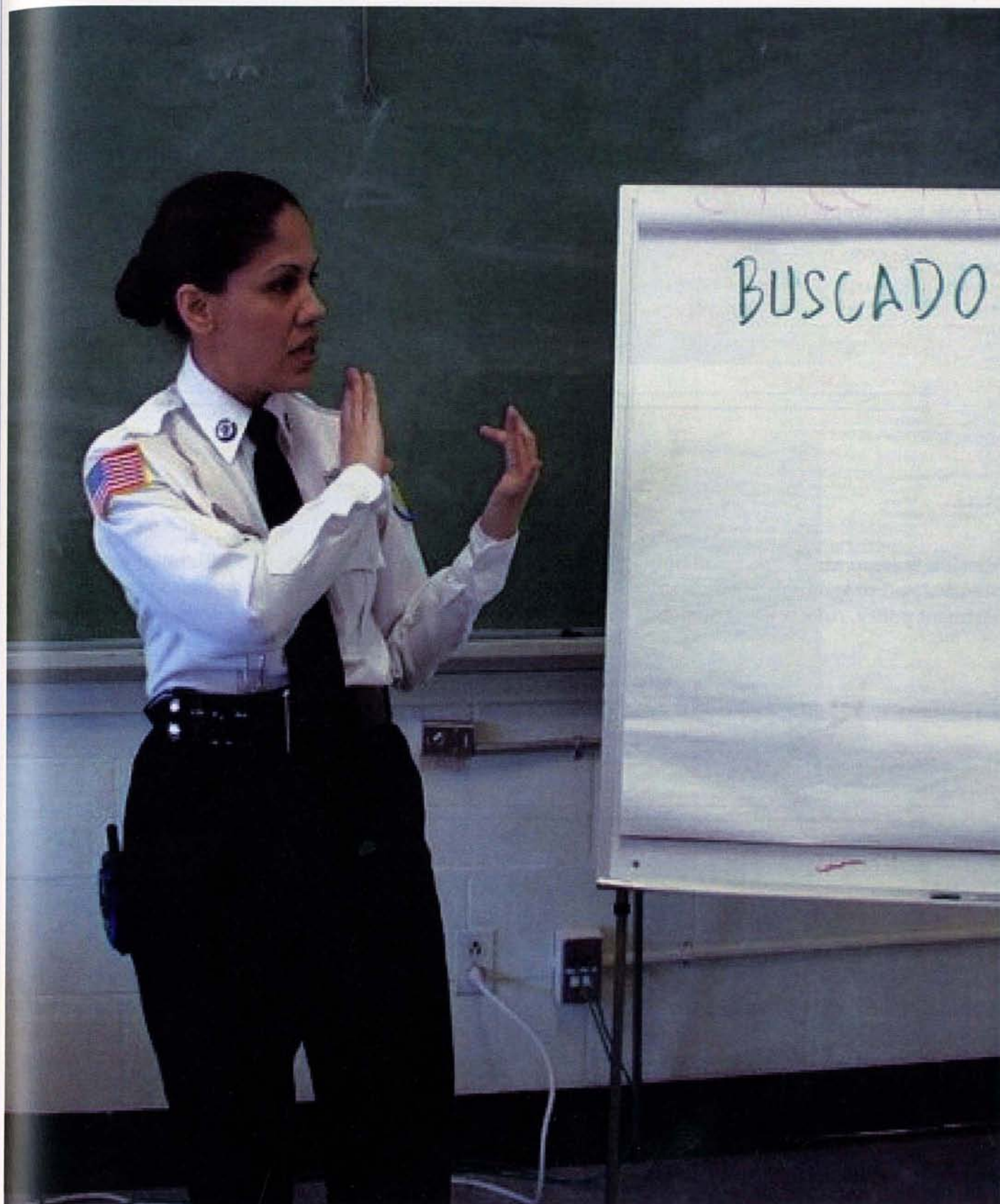
Mission Statement: Provide public safety through safe and humane care and custody practices. Promote an atmosphere of increased responsibility and accountability for the offender, providing the basis for positive re-integration into society. Create an environment of mutual respect by fostering positive interactions between offenders, staff, and the public. Community reparation through structured work release programs and community service projects.

Date Facility Opened: 1974

Date Facility was Initially Accredited: 1982

Facility Profile: Level 2/3 (Pre-release and Minimum Security)

Count as of December 31, 2004: 192



Academy Drill Instructor J. Perez

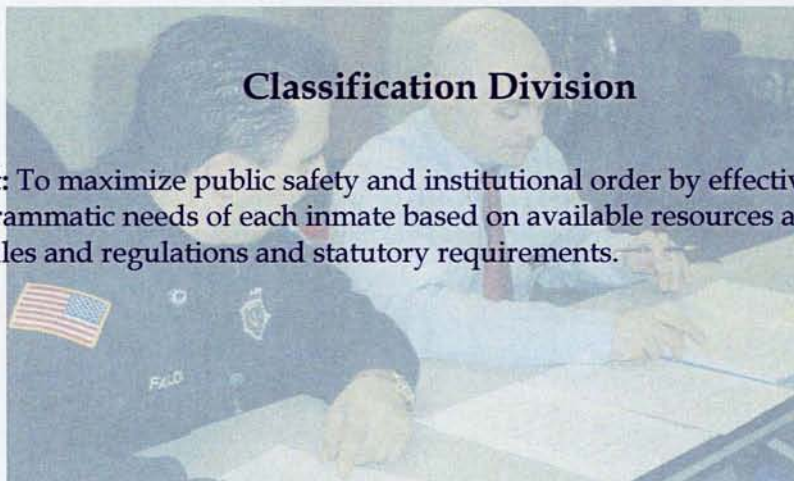
Office of Affirmative Action and Diversity

Mission Statement: To ensure that the work environment promotes equal employment opportunity for all employees by promoting the Commonwealth's anti-discrimination laws. This office strives to maintain a work environment that is free of discriminatory behavior regarding conditions of employment. It is our goal to accomplish this in compliance with the Commonwealth's Diversity Initiative



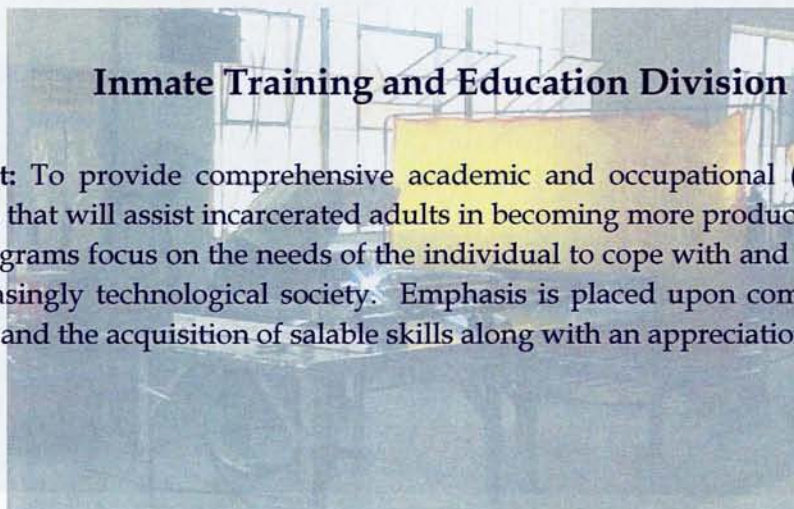
Classification Division

Mission Statement: To maximize public safety and institutional order by effectively identifying the security level and programmatic needs of each inmate based on available resources and as governed by department policy, rules and regulations and statutory requirements.



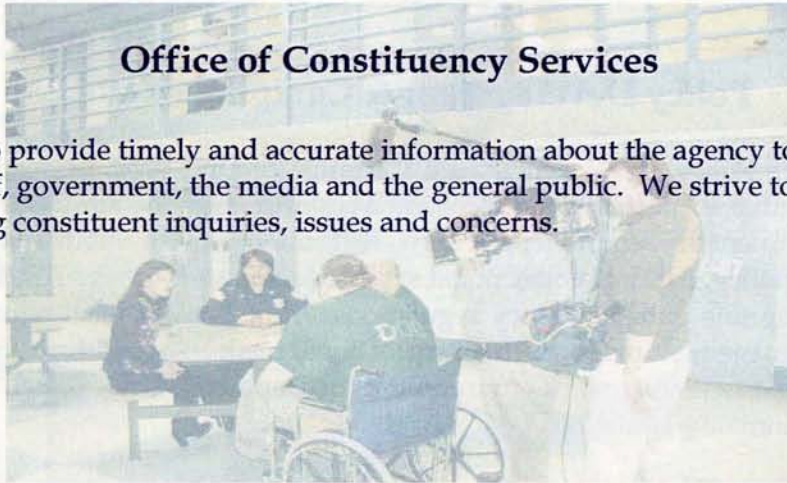
Inmate Training and Education Division

Mission Statement: To provide comprehensive academic and occupational (vocational training) programs and services that will assist incarcerated adults in becoming more productive citizens upon release. To this end, all programs focus on the needs of the individual to cope with and to make a positive contribution to an increasingly technological society. Emphasis is placed upon competency, development of basic literacy skills and the acquisition of salable skills along with an appreciation of the work ethic.



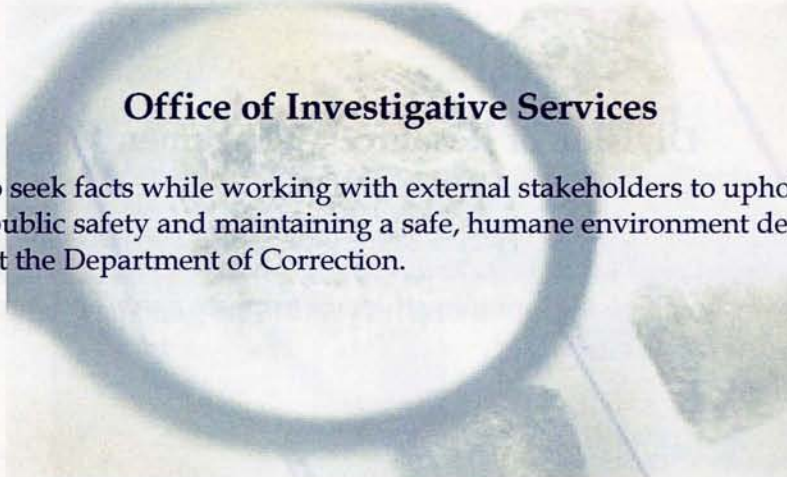
Office of Constituency Services

Mission Statement: To provide timely and accurate information about the agency to interested stakeholders, including staff, government, the media and the general public. We strive to be responsive and thorough in addressing constituent inquiries, issues and concerns.



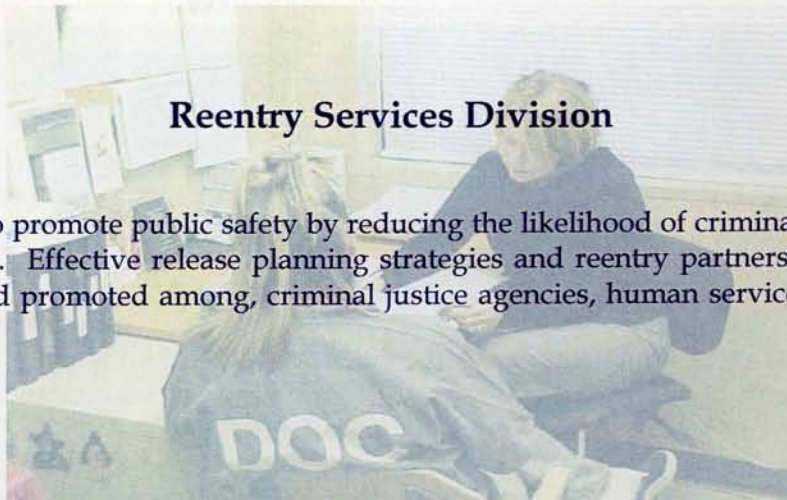
Office of Investigative Services

Mission Statement: To seek facts while working with external stakeholders to uphold the highest ethical standards promoting public safety and maintaining a safe, humane environment designed to support rehabilitation throughout the Department of Correction.



Reentry Services Division

Mission Statement: To promote public safety by reducing the likelihood of criminal activity by offenders released from custody. Effective release planning strategies and reentry partnerships are developed in collaboration with, and promoted among, criminal justice agencies, human services providers and local communities.



Policy Development & Compliance Unit

Mission Statement: The Policy Development and Compliance Unit shall be responsible for ensuring, through a system of regular inspections and technical assistance, that the administrative and operational procedures of all department and county correctional institutions comply with statutory regulations, department of correction policy, national correctional standards as issued by the American Correctional Association, and all appropriate outside agency regulations. Adherence to such regulations promotes improved and efficient management practices in all correctional institutions, ultimately leading to enhanced public safety, a safe and productive work environment for Department personnel, and confinement in a humane setting for the inmate population.

Division of Resource Management

Mission Statement: Our mission is to provide the Department of Correction with professional and comprehensive services to correctional facilities in the fields of public-building design, construction, emergency services and to maintain physical plant infrastructure to create a safe and humane living and working environment.

Health Services Division

Mission Statement: The mission of the Health Services Division is to insure that appropriate and adequate medical, dental, and mental health services are provided to offenders consistent with nationally recognized correctional and community standards of care. This ongoing initiative will enable the men and women in our care to maintain optimum wellness during their incarceration and on their re-entry into our communities.




Division of Human Resources

Mission Statement: Our mission is to provide a broad range of human resources services to employees and the public at large. We provide these services in the most effective and efficient manner, which inspires the highest levels of professional ethics and personal integrity of our workforce.



Administrative Services Division

Mission Statement: The mission of the Administrative Services Division is to professionally manage all Department of Correction financial resources and assets in compliance with policies, procedures, rules, regulations and laws while promoting best value practices in the procurement of goods and services.



Research & Planning Division

Mission Statement: The Research & Planning Division is comprised of a professional and diverse staff committed to providing statistics, research, and evaluation results to guide planning, management and decision-making strategies for effective prison operations, policies, legislation, and services. Our primary purpose is to present objective, reliable and timely information in a useful manner to a range of consumers. Our ultimate goal is to produce and interpret research and evaluation to improve public safety and research offender's ability to succeed as productive citizens in their communities.



Special Operations Division

Mission Statement: Assist in providing a safe environment through the detection, prevention, and resolution of emergency and disorder management situations while providing the department and other law enforcement agencies with training and logistical support.



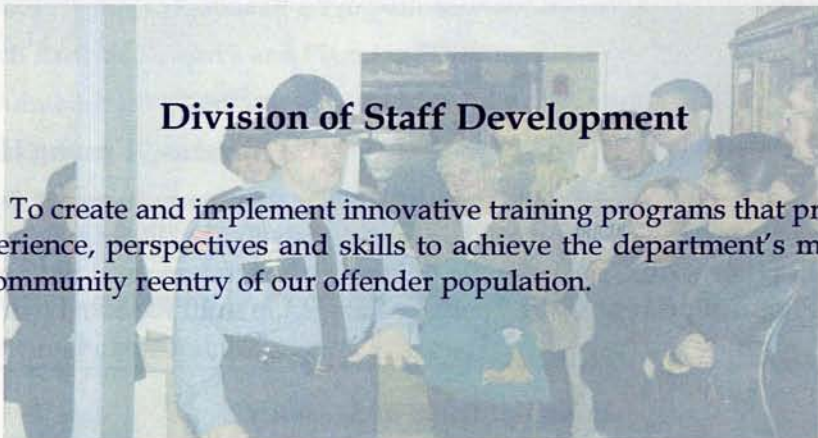
Office of Administrative Resolution

Mission Statement: To support public safety by providing inmates an opportunity to resolve legitimate problems in a responsible manner through grievances, correspondence, and other means of communication, thus enhancing skills for successful reentry. To provide inmates and concerned citizens access to a responsive system that encourages effective communication. The proactive identification and resolution of individual issues and emerging trends contributes to a safer prison environment.



Program Services Division

Mission Statement: To promote public safety and reduce recidivism by providing evidence-based programming, meaningful religious services and a multi-faceted network of volunteer programs aimed at preparing offenders for a successful reintegration back into the community.



Division of Staff Development

Mission Statement: To create and implement innovative training programs that provide all learners with the knowledge, experience, perspectives and skills to achieve the department's mission of public safety and the successful community reentry of our offender population.

Massachusetts Department of Correction Receives Multiple National Awards and Accolades from Peers and Communities in 2004

From the American Correctional Association

The prestigious "Eagle Award"

First and foremost, Commissioner Dennehy was honored to accept on behalf of the Department, the prestigious "Eagle Award" from the American Correctional Association's Commission on Accreditation for Corrections. This award acknowledged the Department for its extremely hard work in accomplishing the rare and extraordinary feat of accrediting every area of its responsibility in the past year. This is so rare in fact, that there are only six other states in the country that have achieved the Eagle Award.

From the International Association of Correctional Training Personnel,

The 2004 Award of Excellence, "Innovative Approaches Award"

The Department of Correction's Division of Staff Development was honored this year for its pioneering efforts in completely revamping the Recruit Training Program. This groundbreaking new approach, based on reality and performance-based training is setting the example for correctional training academies nationwide.

From the United States Attorney's Office

Souza-Baranowski Correctional Center Correction Officer Luis Melendez

On April 8, 2004, IPS Officer Luis Melendez was cited by U.S. Attorney Michael J. Sullivan for his dedication and professionalism in his assistance of Federal Authorities during "Operation Outlaw". Officer Melendez's work was critical in carrying out the investigations and completing successful prosecutions.

From the DOC's Beyond Excellence Program

MASAC Correction Officer Mario Duarte Recognized as "Unsung Hero"

In June, Officer Mario Duarte, while off duty in Fall River came upon a young woman who had attempted suicide by cutting her wrists. Acting quickly and decisively, he dialed 911, and then immediately retrieved materials to wrap her wrists, all the while talking to the woman until EMS arrived. His swift action and knowledge of First Aid preserved the young woman's life until EMS arrived.

From the Town of Acushnet

SBCC Correction Officer Bruce DeBalsi Recognized as "Acushnet's Man of the Year"

In a December newspaper article, CO DeBalsi was recognized for saving the life of a family whose house was on fire in September 2004. After smelling smoke and seeing flames in the house of his elderly neighbors, he called 911 and ran to the house to make sure they got out safely. There was no initial response after ringing the bell, banging on the door, and yelling through the mail slot. He was about to climb through a window when he finally saw a light go on. Subsequently, the couple was able to escape without injury.



Acknowledgements

Thanks and appreciation to the following organizations and individuals who made the 2004 Department of Correction Annual Report possible:

Commissioner Kathleen M. Dennehy, Department of Correction Executive Staff and Superintendents and Department Heads.

The Annual Report Committee:

Kelly A. Nantel, Chief of Constituency Services, Chairperson
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